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CHAPTER I

THE HISTORICAL DEVELOPMENT

THE FIRST RECORDED USE

The travel agency as we now know it is a vastly different thing from the seed from which it started. The first recorded use of travel service is found in the history of Pickfords of London, one of the most active of the present day English agents. This company was founded in England over two hundred years ago. According to an article in "The Travel Agent", an old poster is authority for the statement, "Thomas and Mathew Pickford agree to transport a gentleman and his servants and his chattels by stage from Nottingham through Macclesfield to Manchester."⁽¹⁾ These predecessors of the travel agent also agreed to make the journey relatively safe, for they made known that, "The stage is guaranteed to be well horsed and well guarded by blunderbuss."⁽²⁾

About twenty-five years later, we find another well-known English company getting its start. This came about in 1758 with the appointment of Richard Cox as agent of His Majesty's 1st. Regiment of Foot Guards (Grenadiers).

(1) The Travel Agent, April, 1934, p. 3

(2) Ibid.

CHAPTER I
THE HISTORICAL DEVELOPMENT

THE FIRST PERIOD

The travel agency as we now know it is a fairly different thing from the seed from which it started. The first recorded use of travel service is found in the history of Pickford of London, one of the most active of the present day English agents. This company was founded in 1845 and over two hundred years ago, according to an article in "The Travel Agent", an old poster is supposed for the statement, "Thomas and Matthew Pickford agree to transport a gentleman and his servants and his effects by stage from London through Manchester to Lancaster." [1] These predecessors of the travel agent also agreed to make the journey relatively safe, for they were known that "The stage is guaranteed to be well looked after and well guarded by constables." [2]

About twenty-five years later, we find another well-known English company getting its start. This came about in 1870 with the appointment of Richard Cox as agent of His Majesty's 1st. Regiment of Foot Guards (Grenadiers).

[1] The Travel Agent, April, 1934, p. 2
[2] Ibid.

This was the beginning of the firm known today as Cox & King, (Agents) Ltd.⁽¹⁾

ONE HUNDRED YEARS LATER

Much later, in 1841 to be exact, the most famous of all travel agencies, Thomas Cook & Son, was started. This began with the organization by Mr. Thomas Cook of a public railroad excursion, the first ever carried out in England. The purpose of this excursion was to transport by rail from Leicester five hundred and seventy members of a temperance society and their friends to a meeting being held in Loughborough, only twelve miles away.

It is interesting to quote from an article by W.N.C.,⁽²⁾ in "Travel Topics", describing a typical railway compartment in 1845. This was a "Third Class Parliamentary" carriage on the Great Western System. "A truck body was entered by two doors on each side, in which were fitted louvred 'ventilators or venetians', as well as at each end. The spaces for about two feet below the roof were entirely open, or adapted to be closed by sliding shutters. Ten plain board seats extended across the inside of the body, and apparently so placed that sitting passengers could see nothing, the ventilation openings being so high. Artificial lighting in carriages was

(1) Cox & King, Egyptian Travel Brochour, cover advertisement

(2) W.N.C. (full name not given in article), "The Progress of Transportation", Travel Topics, April, 1934, p. 486.

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in "Travel Topics", describing a typical railway compartment

in 1835. This was a "Third Class Parliamentary" carriage on

the Great Western System. "A trunk body was entered by two

doors on each side, in which were fitted lowered ventilators

or ventilators, as well as at each end. The spaces for seats

two feet below the roof were entirely open, or adapted to be

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(1) Cox & King, Excursion Travel, London, cover advertisement
(2) W. E. C. "The history of the railway carriage in
England", Travel Topics, April, 1935, p. 48.

quite unknown. Those who wished could carry their own candles, which they were at liberty to light when required, whilst hooks were fixed inside compartments on which to hang private lamps!"(1)

Because of the important position held by Thomas Cook & Son, I shall digress here a moment to describe the extent of its organization some fifty years later as outlined in a book which the firm published.(2)

From this book we learn that by 1864 the business had grown to the point where Mr. Thomas Cook found it advisable to take in his son, Mr. J. M. Cook, as his partner. In 1878 the senior partner retired from active business, leaving his son in sole management. By 1891 the three sons of Mr. J. M. Cook were managing the details of the important departments while he supervised the business as a whole. Because of the unceasing efforts of Mr. Cook, together with the development of a conscientious personnel, the firm of Thomas Cook has become world famous. It was customary for Mr. J. M. Cook to receive each week a comparative statement of receipts, while detailed accounts were sent monthly together with an outline of all the firm's bank accounts. Many members of the staff, especially the booking clerks,

(1) Travel Topics, January, 1936, p. 486

(2) W. Frazer Rae, The Business of Travel

quite unknown. These she wished could carry their own case, which they were at liberty to do when required, whilst books were lined inside compartments on which to hang private papers. (1)

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(1) Travel Topics, January, 1938, p. 488
(2) W. Porter Mac, The Business of Travel

as salesmen are called, received a commission as well as a salary. Mr. Cook believed the interest of the carriers and his firm to be the same and ordered that this be considered in all their advertising. He was meticulous in his business practices and ordered that all receipts and expenditures be clearly and correctly listed and bills paid at once.

An idea of the growth of Thomas Cook's business may be obtained from a summary of the departments which it was necessary to establish as the business grew. One of the first, and always a very important division, was the advertising and printing department. In 1890 they issued 13,948,153 announcements and a ticket was sold for every four announcements. Every newspaper of note contained their advertisements.

In addition to advertising, they issued a booklet monthly in each field of operation, such as in England, Cook's "Excursionist"; or in Bombay, Cook's "Oriental Traveler's Gazette". They also published pamphlets on their tours, guide books, and a time table. In the correspondence department, they had a rule that every letter be answered within twenty-four hours, even if it meant working overtime. Such letters as required quotations were sent to the accounting department for reply. Even as early as 1891 the mail

an salesman was called, received a commission as well as a salary. Mr. Cook believed the interest of the customer and his life to be the same and ordered that this be considered in all their advertising. He was meticulous in his business practices and ordered that all receipts and expenses be clearly and correctly listed and bills paid as soon as possible.

An idea of the growth of Thomas Cook's business may be obtained from a survey of the departments which it was necessary to establish as the business grew. One of the first, and always a very important division, was the advertising and printing department. In 1850 they issued 15,000,000 announcements and a ticket was sold for every four announcements. Every newspaper of note contained their advertisements.

In addition to advertising, they issued a booklet monthly in each field of operation, such as in England, Cook's "Excursionists"; or in Germany, Cook's "Continental Traveler's Handbook". They also published pamphlets on their tours, guide books, and a time table. In the correspondence department, they had a rule that every letter be answered within twenty-four hours, even if it meant working overtime. Such letters as required explanation were sent to the accounting department for reply. Even as early as 1861 the mail

orders for tickets were commanding an important position. Every order received before 6:00 P.M. had to be answered the same evening.

Because of the large number of foreign accounts, it was necessary in 1878 to set up a special Banking and Exchange Department to facilitate the handling of these accounts. Since then the firm has acted as foreign bankers in all its important offices, issuing its own travelers' checks and letters of credit. The chief accountant was the most important officer. He scrutinized all monthly reports on sales of tickets and cash statements, and copies of the ledger balances with explanatory details of every transaction.

In 1892 it was found necessary to separate the steamship agency business from the other departments and establish it as a department of shipping and immigration. In fifty years the sale of tickets grew from the five hundred and seventy tickets of the first excursion in 1841 to 3,262,159 in the year 1890. Today the firm of Thomas Cook, whose first excursion^{was} operated by Thomas Cook alone over a short twelve-mile route, issues tickets used around the world.

At about the same time the roots of another great agency, an American one, were taking hold.⁽¹⁾ In 1844 William

(1) Buffalo New York Times, December 1, 1935, feature section

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Fargo and Johnston Livingston of Buffalo, noticing an important service begun in 1836 by one William F. Harnden, who traveled between New York and Boston with a carpet bag taking orders for merchandise in one city for delivery in another, founded an express service in Buffalo. Their company soon merged with the American Express Company, which has since developed into one of the largest agencies in America.

THE PRESENT DAY

Today there are about 1,169⁽¹⁾ travel agents in the United States. These are the retailers of travel. During the height of prosperity such as was experienced in 1928, we heard much about the place of the efficiency expert and the specialist. Many of these people have successfully carried on through the depression. Important among these is the travel specialist. He may be called travel agent, tourist agent, steamship agent, travel advisor, or travel bureau. All these names, however, mean one thing. They signify that the man or woman leading the organization deals in travel and is a specialist in all things having to do with travel.

The best known of these agencies are Thomas Cook & Son; the American Express Company; Raymond-Whitcomb; Simmonds Tours, New York; Marten Travel Bureau, New York; Gillespie, Kinports and Beard, New York; Leidich, Detroit;

(1) The Travel Agent, January, 1935, p. 25. (Includes only travel agents in cities of 25,000 or more)

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- Grille, Lippincott and Beard, New York; Leitch, Detroit;

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Neidlinger, Chicago; Colver Miller and Akers Folkman, Cleveland; Kalbfleisch, Rochester, and many others.

In Boston there are seventy different agencies, of which some thirty-five, handling all types of trade, are said to be active; the others are so-called nationals, which specialize in dealing with certain groups or nationalities. Every large city in the United States has its own important agents. These active agents are divided into two important groups, known to the trade as wholesalers and retailers. A few carry on both departments. As I shall treat each in detail later,⁽¹⁾ I will do no more than mention them here.

In Europe there are also many important agencies. Strangely enough, the two leaders are still Thomas Cook & Son and the American Express Company. In Europe, however, there is another important type, namely, the Government Tourist Bureau. More often it is called the Official Railway Information Bureau, but as ^{most of} the railroads on the Continent are owned by the respective governments, it amounts to the same thing.

England is an exception as far as state ownership is concerned, but there we have the Associated British Railways. In France it is the French Railways; in Germany, the

(1) See Chapter VI, pp. 118-120.

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Mitteleuropaisches Reiseburo; and in Italy, the Italian State Railway. These bureaus do not all serve as Travel Operators or Agents. The only ones who do are the German Railroads who carry out travel plans and tours for tourists under the name of Amerop/Service, and the Russian Tourist Bureau known as Intourist. A better example of a government travel agency today is found in the J. T. B., or the Japan Tourist Bureau. This is the official bureau which represents both the government and the railroads. It also plans and carries out tours for the agent or the traveler.

While we do not as yet have a government tourist bureau in the United States, or a central railroad association, representing all the roads in the country, soon there will be something definite developed in this direction. There is now such a bill before Congress.⁽¹⁾ Already the Western Railways have formed a conference known as the "Tourist Travel Clearing Agency--Western Lines", to make payment of commissions on certain types of tickets routed over their lines which are west of Chicago and to establish better cooperation with the tourist agencies. I believe, however,

(1) H.R. 5844. A bill authorizing the Secretary of Commerce to establish a Tourist Travel division within the Bureau of Foreign and Domestic Commerce. The purpose of this bureau will be to distribute information on hotels, etc., that will encourage travel to and within the U.S.A. A minimum appropriation of \$75,000 and a maximum of \$125,000 per year is authorized.

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that whenever our government body is formed, it will not be so much an operating body like the J. T. B. as an agency for information and distribution of propaganda for travel.

Another important influence in the trade is the A.S.T.A., or the American Association of Travel Agents. This is an organization of the better agents for promotion and protection of the agent in this country. To quote from an article outlining the aims of the A.S.T.A. in "The Travel Agent", "We shall continue our efforts to secure adequate compensation for the work done by the authorized travel agents, to confine the payment of commissions to those entitled to receive same, to stop the sale of steamship tickets by unauthorized persons and at unauthorized places, to prevent the rebate of commissions and any other kind of practices of unfair competition, to eradicate the 'due bill' racket, and in just a few words to give the legitimate travel agent a collective voice for the protection of his interests and for the mutual benefit of carriers, hotels, the public and the agents."(1)

Constructive assistance is provided by magazines such as "The Travel Agent" and "Travel Trade", both published monthly in New York, which serve to help the agent and keep him abreast of events throughout the country. In England a similar paper, "Travel Topics", already referred to, is published in London.

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CHAPTER II

SERVICES OF THE TRAVEL AGENT

THE GENERAL FIELD

The ordinary layman is often unaware of the services of the Travel Agent and how many things they include. First I shall list and then shall describe the services of the Travel Agent in the United States. For simplicity I shall divide these latter services into four groups:

1. Transportation
2. World Information
3. The Client
4. Business

In the United States the general services of the Travel Agent are applicable to all four of the classifications mentioned above. Whether it be sea, land or air he can tell you the most interesting, the most comfortable, the most direct route, the lowest-priced route, or the best time of the year to go, and why. With his knowledge of your requirements and the methods of travel, he plans an efficient and systematic schedule which saves you both time and money. Other services include travelers' checks, and insurance, both accident and luggage. His knowledge of foreign exchange and of foreign government, taxes, rules, regulations as to passports, and visa requirements, are all available to you as a traveler and client.

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traveler and client.

Transportation:--Now let us consider the first of the four services, Transportation. All members of the sales staff must give impartial advice regarding steamers, trains, airplanes, and motor coaches. To do this they must be familiar with every ship, every important train, every air line, and every motor coach company. They have to know its size, condition, equipment, speed, rates, and lay-out of rooms or seats.

This in itself requires a tremendous amount of time and investigation. When a new ship is in port some member of the staff will usually be found at the pier waiting to go aboard to inspect her. With a plan or rate sheet in his pocket, he examines each type of room not only for location, but quite as important, for equipment. These things he will remember. The same applies to the new trains, planes and, in a lesser degree, to the motor lines.

To note the important things, however, requires a trained mind. Many think that if they have traveled a lot they are qualified to work in a travel bureau. They do not realize that they may have traveled many miles and yet have acquired little of value from a travel agent's point of view.

World Information:--The second topic, World Information, covers a great many things. It refers to geographic

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World Information:--The second topic, World Information, covers a great many things. It refers to geographical

information--that is, the location of places, scenic conditions, and climate and seasons; to historical associations, to government regulations, and to travel facilities. The Travel Agent must know the importance of each place likely to be visited or he must have all this information where he can get it. These things are all necessary to plan a successful trip.

To illustrate, I list below a very few examples of information a travel man should know, as taken from "Travel Topics": (1)

1. Where can a person interested in archaeology see a Roman theatre?
2. On what dates can one attend the famous gathering of the gypsies at Les Saintes Marles de la Mer? Describe the ceremonies as you would to interest a British client.
3. Where would you say is the finest Gothic building in Auvergne?
4. Which city of Southern France is only surpassed by Rouen and Paris for its Renaissance buildings and public collections?
5. Which area would you describe as Romanesque France?
6. Where is the birthplace of Napoleon? In what city, and whereabouts in that city?
7. In what district are the best wines of Southern France produced?
8. Where is there a unique example of a mediaeval fortified frontier town?

(1) Travel Topics, January, 1936, p. 462

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3. Where would you say is the finest hotel
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4. Which city of Southern France is only sur-
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 tiful buildings and public collections?
5. Which area would you describe as Romantic
 France?
6. Where is the birthplace of Napoleon? In
 what city, and whereabouts in that city?
7. In what districts are the best wines of
 Southern France produced?
8. Where is there a unique example of a
 medieval fortified frontier town?

9. What is the highest summit of the Pyrenees?
10. Name five easy ascents of the Pyrenees from Luchon.

The places to be visited, the listing of which we call an itinerary, must be efficiently and systematically mapped out.

Under travel facilities come not only the local means of transportation, hotels and transfer arrangements, but also representation. By that I mean the Travel Agent, if he is to carry out (called "operate" in the trade) his own inclusive tours, must have representatives and contacts in every place.

The Client:--Thirdly, there are the services of a more personal nature which the Travel Agent gives the client. First, by talking with you he tries to find out your likes and dislikes through your opinions or previous travel ventures, for if your trip is to be successful it must be planned according to your tastes. With this information he tries to advise you personally.

When your trip is decided upon he advises you as to clothes and other accessories. He obtains your visas (a passport is your identification and permit for foreign travel issued by your own government; a visa is the permit to enter issued by the government of the foreign country you intend to visit) where necessary and advises you as to

8. That is the highest number of the itinerary

10. Name five early records of the Japanese trip
Japan.

The places to be visited, the listing of which we

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Under travel facilities come not only the local

means of transportation, hotels and transfer arrangements,

but also representation. By that I mean the Travel Agent,

if he is to carry out "operations" in the trade, his

own inclusive tour must have representatives and contacts

in every place.

The Client:-- Finally, there are the services of a

more personal nature which the Travel Agent gives the client.

First, by talking with you he tries to find out your

likes and dislikes through your opinions or previous travel

ventures. For if your trip is to be successful it must be

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to clothes and other accessories. He checks your visa

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travel issued by your own government; a visa is the permit

to enter issued by the government of the foreign country you

intend to visit; where necessary and advises you as to

foreign regulations or requirements to enter. These are quite different according to country, length or purpose of visit.

Business:--Finally, the service of the travel agent to business should not be overlooked. This applies particularly to carriers, to hotels and to sightseeing companies. It is through the travel agent and tourists that parties and groups are organized, new travel fields are opened up, and often a new source of revenue is brought in, sufficient sometimes to put a dying community on its feet. A concrete example of this is found in what the tourist trade is doing for Key West, Florida. This city might literally have disappeared from the map had the tourist business not been developed. Many resorts in Maine owe their existence to this trade.

The travel agent creates travel. Here let me say that experience, particularly in Europe, shows that the travel agent can do this better than the carrier in cases where the field is foreign to the carrier, mainly because the incentive is bound to be greater. This will be mentioned again later. By spreading travel information the agent educates and induces many to travel, often making them see that it is not at all impossible for them to afford to travel.

To be able to do all this requires information. This information requires time and money to acquire. It also means having large reference files. The agent must keep in touch with constantly changing regulations and conditions, a new railroad here, a new route there, a hotel closed here, another opened somewhere else. He must, to remain in business, be able to serve his client regardless of what the customer may want. His service is more than a department store of travel; it is a field literally as wide as the problem of living.

The Steamship Lines and the Agent:--At this point I would like to bring out the services provided by the Travel Agent to the steamship lines. Between the agent and the lines there should exist a spirit of mutual service. To facilitate working arrangements, however, both groups have formed what are known among the steamship companies as "Conferences"; among the agents, "Associations" or "Councils". There is the "Transatlantic Conference" and the "Trans-pacific Conference"; among the agents there is the A.S.T.A., already mentioned, which is the strongest association, and other groups such as the "Boston Tourist Agents Council" and the "Pacific Coast Association".

The steamship conferences have set down certain rules⁽¹⁾ which authorized agents agree to abide by. These

(1) "Transatlantic Conference Rules", Appendix A.

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The steamship conferences have set down certain rules (1) which authorized agents agree to abide by. These

(1) "Transatlantic Conference Rules", Appendix A.

conferences meet and discuss conditions within the business; the associations do likewise. From time to time representatives of both groups meet together. The travel man who is authorized to represent the steamship lines acts as agent for that line and many times, especially when the line has no local office, saves the line considerable expense in contacting prospective customers. The line working with the agent supplies him with literature without cost.

One line, The American Export, made the statement that 80% of their business was booked by agents.⁽¹⁾ The Italian Line, through its P.T.M., announces, "Wherever we have an office, we should prefer to have the agents do the actual booking themselves. They do better than we can; we are glad for them to earn a commission. We protect them on space at all times."⁽²⁾

SPECIFIC WORK

Appointment of Organizers:--The relation of the organizer to the travel operator is in a lesser degree similar to the relationship of the agent to the steamship lines. There is little doubt that among certain wholesalers there may be developed a large department dealing only with the organizers.⁽³⁾ For example, I have been privileged to see the

(1) P. T. M. Gade, of the American Export Line

(2) A. Palanca, The Travel Agent, August, 1935, p. 5

(3) Source of information confidential.

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SPENDING MONEY

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There is little doubt that among certain wholesalers there
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(3)

(1) F. T. B. Guide, of the American Export Line
(2) A. Palmer, The Travel Agent, August, 1935, p. 3
(3) Source of information confidential.

records of one company regarding this phase of the business. This company had a gross profit from European business, during one year, of \$126,000. Of this amount \$62,000 was paid back to organizers in commissions. This will show the extent to which business from organizers may be developed.

Such organizers may work on a special steamship cruise or on a complete tour; that is, one including land travel. When selling only steamship passage, they are not entitled to any commission according to conference rules⁽¹⁾ unless they succeed in obtaining a minimum of fifteen people. Then they are entitled to a commission of, if it is a local cruise business, a free trip. When such organizers desire to work for the purpose of organizing a party for a complete trip in which there is land travel, the amount of compensation paid on the land travel is entirely a matter depending on the policy of the agent operating the tour.

In such cases it is advisable for the agent to have a regular legal contract with the organizer. Such contracts should include the following features:⁽²⁾ The agent agrees to pay the organizer a definite commission, that is 10% in travel on the tour towards the organizer's own trip, or a lesser amount if desired in cash. This enables an

(1) See Appendix A

(2) As per contract used by Arnold Tours

records of one company regarding this phase of the business.
This company had a gross profit from European business, for
the year, of \$120,000. Of this amount \$25,000 was paid
back to organizers in commissions. This will show the ex-
tent to which business from organizers may be developed.
Such organizers may work on a special basis
either on a complete tour; that is, one including land
travel. When selling only shipboard passages, they are not
entitled to any commission according to conference rules (1)
unless they succeed in obtaining a minimum of fifteen people.
Then they are entitled to a commission of, if it is a local
cruise business, a free trip. When such organizers desire
to work for the purpose of organizing a party for a cruise-
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(1) See Appendix A
(2) As per contract used by Arnold Tours

organizer who secures a party of ten to enjoy his own trip free.

The agent agrees to supply the organizer without charge with literature, and circulars for distribution by hand or mail or otherwise, and as many as may reasonably be desired.

The agent may also offer to pay part of the cost of such advertising as may be agreed upon by both to be desirable.

The agent agrees to cooperate in every way with the organizer towards completing all bookings and to assist in every way possible.

The organizer, on the other hand, for a consideration, agrees to represent, solicit, and sell only the tours of the agent for the term of the contract.

The organizer also agrees to foster these tours by every possible way he can, particularly by advertising and distribution of the literature.

In making such a contract with the organizer, the agent should have it understood and agreed in writing that any tour members obtained are contracting with the agent only, and as such, all applications must, before becoming final, be approved by the agent by acknowledgment. The organizer agrees to turn over all business resulting from these activities to the agent.

organizer who secures a party of ten to enjoy his own trip

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The agent agrees to supply the organizer without

charge with literature, and arrange for distribution by

hand or mail or otherwise, and as many as may reasonably be

desired.

The agent may also offer to pay part of the cost

of such advertising as may be agreed upon by both to be

desirable.

The agent agrees to cooperate in every way also

the organizer towards completing all business and to assist

in every way possible.

The organizer, on the other hand, for a considera-

tion, agrees to represent, solicit, and sell only the books

of the agent for the term of the contract.

The organizer also agrees to foster these books by

every possible way he can, particularly by advertising and

distribution of the literature.

In making such a contract with the organizer, the

agent should have it understood and agreed in writing that

any form numbers obtained are contracting with the agent only,

and as such, all applications must, before becoming final,

be approved by the agent by acknowledgment. The organizer

agrees to turn over all business resulting from these activi-

ties to the agent.

The contract is subject to cancellation by the agent, who also reserves the right to appoint other organizers.

Planning the Prospects--In order to reach our prospects as soon as possible where they are to be found; otherwise, we are like a marksman without a target. The good method for estimating sales fields is from passport statistics. The government forms filled out when passports are applied for divide these statistics into the following headings:

1. Object of Travel
2. Destination
3. Citizenship
4. Sex
5. Residence

The first classification, Object of Travel, gives the travel agent an idea of the reasons for travel, which in turn may indicate the professions of those traveling. For example, education as an object of travel indicates teachers as a good class of travel prospects. The second, Destination, will guide him as to where the bulk of the travel is going. Therefore, his towns should include the most popular places.

The third, Citizenship, is not so important, but the fourth, Sex, indicates whether the promotional places should be aimed at men or women. Actual numbers indicate

12

The contract is subject to cancellation by the

agent, who also reserves the right to appoint other

organizers.

CHAPTER III

TRAVEL PROMOTION

FIELD FOR DEVELOPMENT OF TRAVEL

Finding New Prospects:--In order to reach new prospects we must first estimate where they are to be found; otherwise, we are like a marksman without a target. One good method for estimating sales fields is from passport statistics. The government forms filled out when passports are applied for divide these statistics into the following headings:

1. Object of Travel
2. Destination
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4. Sex
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The first classification, Object of Travel, gives the travel agent an idea of the reasons for travel, which in turn may indicate the professions of those traveling. For example, education as an object of travel indicates teachers as a good class of travel prospects. The second, Destination, will guide him as to where the bulk of the travel is going. Therefore, his tours should include the most popular places.

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CHAPTER III TRAVEL PROSPECTS

FIELD FOR DEVELOPMENT OF TRAVEL

Field for Development of Travel--In order to reach new

prospects we must first determine where they are to be found;

otherwise, we are like a man without a target. One

good method for estimating sales fields is from passport

statistics. The government forms filled out when passports

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For example, education as an object of travel indicates

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Destination, will guide him as to where the bulk of the

travel is going. Therefore, his tours should include the

most popular places.

The third, Citizenship, is not so important, but

the fourth, Sex, indicates whether the promotional places

should be aimed at men or women. Actual numbers indicate

that about even proportions of men and women travel. From a psychological viewpoint, however, it is held a good theory to address all promotional literature to women even to reach the men. The fifth, Residence, is most important as it shows who is traveling and from where.

In 1934 the states that produced travel were,⁽¹⁾ to list the first twelve with their per cent of the total (111,673):

New York (exclusive of New York City)...	7.85	per cent
New Jersey.....	7.49	" "
California.....	7.06	" "
Pennsylvania.....	6.91	" "
Massachusetts.....	6.53	" "
Illinois.....	5.95	" "
Ohio.....	3.51	" "
Connecticut.....	2.85	" "
Michigan.....	2.45	" "
Missouri.....	1.16	" "
Texas.....	1.10	" "
Minnesota.....	1.04	" "

However, this is important--New York City outclassed all states, even her own, with a percentage of 32.76. This perhaps explains why almost all cruises start from New York.

From these figures it will be seen that one city and five states, namely, New York City, New York State, New Jersey, California, Pennsylvania, and Massachusetts produce over sixty-eight per cent of all travel out of forty-eight states. New York State and City combined account for the tremendous total of 40.61 per cent of the entire country.

(1) The Travel Agent, February, 1935, pp. 16-17

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In 1934 the states that produced travel were, (1) to list the first twelve with their per cent of the total

(11, 673):

New York (exclusive of New York City)...	7.55 per cent
New Jersey.....	7.42
California.....	7.06
Pennsylvania.....	6.81
Massachusetts.....	6.65
Illinois.....	6.50
Ohio.....	6.51
Connecticut.....	6.48
Michigan.....	6.43
Missouri.....	1.16
Texas.....	1.10
Minnesota.....	1.04

However, this is important--New York City excluded all states, even her own, with a percentage of 35.76. This percentage explains why almost all travel starts from New York.

From these figures it will be seen that one city and five states, namely, New York City, New York State, New Jersey, California, Pennsylvania, and Massachusetts produce over sixty-eight per cent of all travel out of forty-eight states. New York State and City combined account for the tremendous total of 40.61 per cent of the entire country.

Averaging the per cent of the total over four years--1931 to 1934--the order is New York first, New Jersey and Pennsylvania tied for second, Massachusetts third, California fourth, and Illinois fifth. The only state in the first twelve to remain constant is Ohio, which is in seventh place.

On the whole I think it may be said that during this time any increase or decrease in the total was felt by all states in about the same proportions, no one state or new section standing out in any marked change over the rest. It will, therefore, be interesting to go over the 1935 statistics and see if there be any truth in the rumor that it is the Middle West that is now traveling rather than the East, due to AAA subsidies, etc. It is rather clear from the above where the bulk of the travel prospects are to be found.

ADVERTISING

In order to present a clear picture let us consider the subject of advertising from three points of view:

1. Why should we advertise?
2. Where should we advertise?
3. When should we advertise?

If you know the answers you will be a successful advertiser, and that means seventy-five per cent of your success in the travel, or in any other, business. I shall take them in order.

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If you know the answers you will be a successful advertiser,
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travel, or in any other, business. I shall take them in order.

Why We Should Advertise:--First, we advertise to get business because the life of any business depends on its new prospects. Every advertisement must pay for itself and produce enough business to enable the advertiser to make a profit. That is not all, however. The medium one uses can do no more than bring the advertiser and the prospective customer together. This contact made, he must sell the idea to the customer. All this is good theory, but of course, the business man does not always succeed in having his advertisements "click" one hundred per cent. He tries to, however, and it is the man with the greatest number of bull's-eyes that wins.

That an advertisement fails to "pull" does not mean that the idea is bad. There may be another reason. Let us consider a problem in this respect. It has often been suggested that travel men try to advertise their offerings by writing to all newly engaged couples suggesting a wedding trip. The idea sounds good and I think it is, in spite of the fact that I have tried it out, spent considerable money buying lists of such engagements, and have never found it to produce any results. Other travel men whom I asked gave the same answer. They say it does not pay. Why, I ask you? It should, but that is one of the problems that the advertiser has to solve.

Why We Should Advertise:--First, we advertise to

get business because the life of any business depends on its new prospects. Every advertiser must pay for itself and produce enough business to enable the advertiser to make a profit. That is not all, however. The modern one uses can do no more than bring the advertiser and the prospective customer together. This doesn't make, he must sell the idea to the customer. All this is good theory, but of course, the business man does not always succeed in having his advertisements "sell" one hundred per cent. He tries to, however, and it is the man with the greatest number of bill-eyes that wins.

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Where To Advertise:--Having discussed why one should advertise, our next problem is where or how we shall advertise. There are several ways. Let us look at a few:

1. Newspapers
2. Magazines
3. Direct Mail
4. Handbills
5. Radio
6. Customers' Recommendations

I shall take each of these in its turn, but first let us consider a few of the influences that should affect our use of these different mediums.

One is the type of trade⁽¹⁾ to which we wish to appeal. In this connection I believe the seemingly best trade may prove to be the worst. Let me illustrate by considering the case of one operating a new business with limited capital. In the first place, one would naturally think that in selling travel one must appeal to the well-to-do class. The novice would say, "Travel is a luxury that only the rich may afford. Surely they are the ones whose business I should try to get."

In answering such an idea I shall first make the statement that, while travel may be a semi-luxury, it is not wholly a luxury--something that only the rich may enjoy. If it were, how could nearly seventy tourist agents exist

(1) Where this market is to be found is treated on pages 21-22

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If it were, how could nearly seventy tourist agents exist

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in Boston, a city of about 775,000 people? To be more specific, however, here is a new small business man engaged in selling travel and his service. These well-to-do people he would reach are a small part of the population of his trading area. They are already being fairly well served by (let us consider Boston) some seventy agents, of whom at least half are quite active. Why should these people, if they are being well treated, and we will assume that they are, change to the newcomer?

Then too, these well-to-do prospects are accustomed to well-presented advertisements, expensive booklets, some really lavish. Because of this many of them, especially the newly rich, have a quite natural psychological reasoning which regards anything put before them without an elaborate dressing as inferior. It is perhaps only natural that they should look at things this way. How, though, can the newcomer expect to impress such a class of prospects when it is not only inadvisable but also impossible for him to spend money on "white space" in his advertisements or expensively printed mailing pieces?

In exceedingly good times he might gamble, and if lucky, bluff his way through, but that is bad business, and poor policy. Therefore, his half-way attempt to reach this class will fall far short of their mark and falling short

in Boston, a city of about 75,000 people? To be sure, the
city, however, there is a new small business man engaged
in selling travel and his services. These well-to-do people
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trading area. They are already being fairly well served
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In exceedingly good times he might gamble, and if
lucky, bluff his way through, but that is bad business, and
poor policy. Therefore, his half-way attempt to reach this
class will fall far short of their mark and falling short

is worse than no attempt at all. It may be fatal, for it is money doubly wasted--wasted on the class he tried to reach, and wasted in that it would have been successful elsewhere. The sooner some advertising salesmen learn this the less time they will waste in their work.

Therefore, it is important to consider the type of trade to which one should appeal in advertising. Select a group that will probably be responsive to what you have to offer in the way you can offer it. When you have decided what policy you will follow in this connection, then comes the question: what medium or literature is most likely to be read by the people you want to reach? Then, what will this method cost you? This may be a deciding factor.

Before advertising, however, consider the local conditions that may be affecting your prospects and their incomes. If teachers--a good fertile field--are they getting their salaries on time? If business men, how are industrial conditions? If conditions affecting them are adverse, money spent in the best of media is only wasted. Another source of information that will aid to decide where to advertise is passport statistics. They will tell you where these people want to be found, that is, the places they call home. Last but not least, when can these people get away? When are their most likely vacation periods? All these and many

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Last but not least, when can these people get away? When
are their most likely vacation periods? All these and many

other considerations will influence the advertising medium you will use.

Newspaper Advertising:--Now, however, I am ready to consider briefly the different ways which I have already mentioned of reaching your prospects. The first of these was by newspaper advertising. All who have ever studied advertising remember "The Milline Rate".⁽¹⁾ Here is a chance to put it to practical use. It is helpful in both newspaper and magazine advertising as when properly used it gives one an excellent idea of the real cost of one medium in contrast to another by comparing them on an equal basis. Most newspaper advertising is local, by which I mean that the majority of the circulation goes to people within commuting distance of the city where the paper is published.

There are a few notable exceptions to this, two of which are The New York Times and the Christian Science Monitor. Both reach far afield. To illustrate, I recently received answers in response to an advertisement in the New York Times from Honolulu and also from Ciudad Bolivar on the Orinoco River in Venezuela, South America. For the purpose of the travel agent, I believe his advertising should be

(1) The rate per line per million circulation. A similar term is "minimil" which specifically indicates the minimum rate per line per million circulation.

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of the present report, I believe his advertising should be

(1) The rate per line per million circulation. A similar rate is "standard" which specifically indicates the minimum rate per line per million circulation.

confined to the Sunday Travel Edition or, if week-day advertising is done, it should be on page one or not at all.

The leading newspapers in travel advertising carrying over one million lines, with their Sunday lineage, are: (1)

<u>The New York Times</u>	536,446	lines
<u>The New York Herald Tribune</u>	442,182	"
<u>The New York American</u>	196,721	"
<u>The Boston Herald</u>	160,617	"
<u>The Chicago Tribune</u>	139,775	"
<u>Philadelphia Inquirer</u>	128,202	"
<u>Brooklyn Eagle</u>	123,992	"
<u>Philadelphia Record</u>	107,373	"

The Sunday rates per line of the above papers are: (2)

<u>The New York Times</u>	90¢;	M. \$1.40	(3)
<u>The New York Herald Tribune</u>	73¢;	M. \$1.48	
<u>The New York American</u>	90¢;	M. \$1.47	
<u>The Boston Herald</u>	40¢;	M. \$2.73	
<u>The Chicago Tribune</u>	\$1.30;	M. \$1.19	
<u>Philadelphia Inquirer</u>	68¢;	M. \$1.22	
<u>Brooklyn Eagle</u>	35¢;	M. \$3.22	
<u>Philadelphia Record</u>	40¢;	M. \$1.51	

Other Boston papers with their rates for Sunday travel advertising are:

<u>Boston Globe</u>	50¢;	M. \$1.84
<u>Boston Post</u>	55¢;	M. \$1.95

Magazine Advertising:--Next comes magazine advertising. In distinction to newspaper advertising this tends

(1) Travel Agent, January, 1935, p. 25

(2) Standard Rate and Data Service, January, 1936, newspaper edition.

(3) "M" refers to "minimil" rate.

continued to the Sunday Travel Edition or, if week-day adver-
tising is done, it should be on page one or not at all.
The leading newspapers in Travel advertising con-
tinue over one million lines, with their Sunday issues.

(1)

The New York Times	536,448 lines
The New York Herald Tribune	442,182
The New York American	192,721
The Boston Herald	180,217
The Chicago Tribune	132,775
Philadelphia Inquirer	122,202
Brooklyn Eagle	122,002
Philadelphia Record	107,275

The Sunday rates per line of the above papers are:

(2)

The New York Times	\$1.40
The New York Herald Tribune	\$1.35
The New York American	\$1.45
The Boston Herald	\$1.35
The Chicago Tribune	\$1.30
Philadelphia Inquirer	\$1.32
Brooklyn Eagle	\$1.32
Philadelphia Record	\$1.31

Other Boston papers with their rates for Sunday travel ad-
vertising are:

Boston Globe	\$1.84
Boston Post	\$1.92

Magazine Advertising:--Next comes magazine adver-
tising. In distinction to newspaper advertising this tends

- (1) Travel Agent, January, 1933, p. 25
(2) Standard Rate and Data Service, January, 1933, news-
paper edition.
(3) "M" refers to "mini" rate.

to be national rather than local. This is not absolutely as important a distinction as it might first seem. This is because, to quote from an article in the "Travel Agent" by Erwin DeWitt Schmerler, President, L. D. Werthumier Company Advertising, Inc., "Any good national magazine reaches a considerable number of worthwhile prospects in his, the Agent's, own immediate territory."⁽¹⁾ He further states in the same article that such advertising carries with it an implication of smartness that has greater influence than a newspaper would.

By the same token it is apparent that magazine advertising is a better medium than newspaper if one wishes to attract the class with money and a more highly developed taste in living. A news weekly like Time would, however, cover a very general field.

The four leading monthly magazines⁽²⁾ in value of travel advertising are:

<u>National Geographic Magazine</u>	\$287,183
<u>Vogue</u>	203,841
<u>Harpers Bazaar</u>	162,191
<u>Fortune</u>	121,980

The leading news weekly is:

<u>Time</u>	\$404,652
-------------	-----------

(1) E. D. Schmerler, Travel Agent, January, 1935, p. 44

(2) The Travel Agent, January, 1935, p. 25

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 by Edwin Dewitt Schmeidler, President, I. A. Travel Agents Con-
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 taste in living. A news weekly like Time would, however,
 cover a very general field.

The four leading monthly magazines (2) in value of
 travel advertising are:

<u>National Geographic Magazine</u>	\$387,188
<u>Vogue</u>	202,041
<u>Harper's Bazaar</u>	182,191
<u>Fortune</u>	181,990

The leading news weekly is:

<u>Time</u>	\$404,682
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(1) E. D. Schmeidler, Travel Agent, January, 1935, p. 44
 (2) The Travel Agent, January, 1935, p. 25

Its nearest competitor is:

New York Times, weekly \$187,236

The travel advertising rates of these publications, as expressed by their minimum space, are: (1)

<u>National Geographic</u>	1/16 page	\$162.50
<u>Vogue</u>	1/8 page	210.00
<u>Harpers Bazaar</u>	1 inch	42.50
<u>Fortune</u>	1/8 page	138.00
<u>Time</u> , weekly	1 inch	87.00
<u>New York Times</u> , weekly	1 inch	19.60

Direct Mail:--Next comes direct mail, a most important form of advertising. Its value lies in the fact that its coverage is most complete where desired. It requires careful attention, though, both as to the appearance and preparation of one's mailing piece and in its sales effectiveness. It is not always less expensive than newspaper or magazine advertising but it is more direct.

There are many places from which one may compile a mailing list. These differ according to the type of person to which one would appeal. For the more expensive tours one may use the income tax statistics of corporations. These statistics show that about ten per cent of our population come within the class of those who can afford the higher-priced trips. (2) There are all kinds of lists which may be purchased.

(1) Standard Rate and Data Service, January, 1936, magazine edition
 (2) The Travel Agent, January, 1935, p. 11

in nearest competition is:

New York Times, weekly \$185, 250

The travel advertising rates of these publications, as expressed by their minimum space, are: (1)

\$185.00	1 1/2 page	<u>National Geographic</u>
\$10.00	1/8 page	<u>Vogue</u>
45.00	1 inch	<u>Harpers Bazar</u>
155.00	1/8 page	<u>Fortune</u>
57.00	1 inch	<u>Time, weekly</u>
18.00	1 inch	<u>New York Times, weekly</u>

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There are many places from which one may compile a mailing list. These differ according to the type of person to which one would appeal. For the more extensive forms one may use the income tax statistics of corporations. These statistics show that about two per cent of our population come within the class of those who can afford the higher priced trips. (2) There are all kinds of lists which may be purchased.

(1) Standard Rate and Data Service, January, 1935, magazine edition
 (2) The Travel Agent, January, 1935, p. 11

If one desires to build up a list without great cost and one appealing to the other ninety per cent of our population, there are the professional lists such as doctors, nurses, insurance purchasers, and the very popular list of school and college instructors. Lists may also be "built up" from one's old prospects by special offers, etc. For example, one firm sends a blank to its old customers with space for ten or a dozen names on it, suggesting that if returned filled out and any of those mentioned go on a trip, the sender may have the choice of a travel book or \$5.00 in cash.

In an interesting magazine I find the following statement. "Some of the most valuable lists are the annual year books published as part of a subscription to trade papers." (1) They also suggest the directories published in special fields. The World Almanac contains several good lists and has many "tips" on where good lists can be bought. For a small fee the United States Government Printing Office, Division of Public Documents, Washington, D.C., will send you the official roster of names and addresses of Army or Navy officers. The local Chamber of Commerce can obtain lists of members of other Chambers of Commerce.

(1) Postage and the Mailbag, December, 1935, p. 622

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(1) Postcard and the Mailman, December, 1935, p. 622

I have found that one should not expect results from the first letter, but often best results come from the fourth, fifth, or eighth letters. Different lists as well as different sections of the country should be tested before buying an expensive list.

Another method is to use reply cards or envelopes. Then again, one may maintain a sort of clipping bureau by delegating some one in the office to read the papers carefully and clip every item referring to people traveling in which the address is mentioned. These are often found in the society column, the local columns, or particularly in the local small town papers. Such names should be dated and in the following year circularized in good time for that year's business.

Door to door circularization with a good promotional folder enclosing a reply card is another method that may be used. In this case I would advise against it being a prepaid card as many would be returned by so-called practical jokers giving a fictitious address. A card used on door to door distribution should merely have a place for a stamp on it.

Handbills:--Now consider handbill advertising.

This form would not ordinarily be recommended because of its poor impression and lack of effectiveness, or waste, except

that a recent development of the Western Union provides a guarantee of better distribution. Their service costs less than direct mail and this makes it worth looking into. The average cost per thousand for distribution by Western Union in thickly settled communities is \$5.59.⁽¹⁾ For certain kinds of distribution I believe results may be obtained this way.

While on the subject I should like to call attention to the possibility of using Western Union wires which may be sent to a select mailing list to emphasize a timely or special offering. Upon investigation I find that to encourage this, the Western Union Company will provide such a mailing list at no other charge than for the wires.

Radio:--Then there is the radio, a means still not completely tried out, but which has been put to very effective use by some travel companies. The fundamental importance of radio as an advertising medium may be realized from a list of these factors.⁽²⁾

1. The radio audience is a voluntary audience.
2. It listens habitually to the programs it likes.
3. It listens, normally, in groups.
4. In return for the pleasure it receives the audience ~~gives~~ the sponsor appreciation and friendship.

(1) See notes as per list in appendix, B

(2) Lets Look at Radio Together, National Broadcasting Co., Inc., 1935, p. 8

that a recent development of the Western Union provides a
 guarantee of better distribution. Their service costs less
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2. It listens habitually to the programs it likes.
3. It listens, normally, in groups.
4. In return for the pleasure it receives the au-
 dience shows sponsor appreciation and
 friendship.

(1) See notes on per list in appendix, B.
 (2) See Look at Radio Tourist, National Broadcasting Co.,
 Inc., 1935, p. 8.

5. The use of sound makes a vivid and lasting impression.
6. The human voice lends to the announcement the persuasive power of personal selling.
7. The commercial announcement (the sponsor's "sales talk") is given against an emotional background created by the entire program.

The value of these fundamental factors from a sales point of view is quite apparent as they bring about the favorable conditions which the salesman tries to create while talking with the prospect. Thus by a simple and painless method, namely, radio broadcasting, the sales resistance of the listener or prospect is greatly reduced if not entirely eliminated.

There is no question whatsoever but that the use of the radio as an advertising medium by the travel agent is very practical. The subject lends itself to radio broadcasting as it is romantic and may easily be dramatized. The greatest and in fact the real reason why it is not more generally used is its cost.

Already some of the largest travel organizations, such as Thomas Cook & Son, are using it. A few bank travel bureaus have also made use of it as a part of the bank's regular broadcasting program. In this connection, the greatest drawback, that of expense, is practically eliminated. As
(1)
mentioned in an article by Fred B. Burton, the bank makes a

(1) Fred B. Burton, Burroughs Clearing House, June, 1935, p. 6

practice of having a frequent broadcast which is charged up to the good will of the bank. It is a simple matter to include as part of this broadcast a few words by the man in charge of the travel department explaining their service.

For those who are too small to be able to afford time on a regular broadcasting program, this means that this type advertising is not available. Possibly, however, where there are organizations of tourist agents, such as the A.S.T.A., the Pacific Coast Association, or the Boston Travel Agents Counsel, these organizations might band together, buy a definite period of time on the air, and have one of their members speak impartially on the advantages of using a travel agent. Let us hope, for the good of the industry as a whole, that more of this may be done.

written on all such conditions. This service should be made available on conditions as a whole.

In other words, I have, on authority of the Travel Agents, the statement that previous to our period of prosperity, 1927-1930, he never began to advertise his agency until April. Yet during the height of prosperity in 1928 and 1929 he started in December of the previous year and the majority of his bookings were completed by April. I give here a few statistics for the year 1929, showing the number of bookings made by month. (2)

(2) Bureau of Information confidential.

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A.S.T.A., the Pacific Coast Association, or the Eastern
Travel Agents Council, these organizations might want to
gather, for a definite period of time on the air, and have
one of their members speak repeatedly on the advantages
of using a travel agent. Let us hope, for the good of the
industry as a whole, that some of this get is done.

Customers' Recommendations:--Finally, there is the best kind of advertising, the word of mouth advertising of satisfied customers. Money cannot buy it and the agent will do well to do everything in his power both before and after a trip to encourage this goodwill advertising.

When To Advertise:--The point of view I shall use here is: at what time will the travel agent get the most replies for his money--not the view that one should advertise most when business is poorest, because it is obvious that the latter should be reserved for experimentation, when one has a little extra in his advertising appropriation. This question of when to advertise clearly depends on the seasons or cycles of intensity in the travel field; also, a knowledge of how far ahead of sailing date one should advertise to attract this business. This period varies with business conditions as a whole.

In other words, I have, on authority of one travel man, the statement that previous to our period of prosperity, 1927-1930, he never began to advertise European tours until April. Yet during the height of prosperity in 1928 and 1929 he started in December of the previous year and the majority of his bookings were completed by April. I give here a few statistics for the year 1929, showing the number of bookings month by month. (1)

(1) Source of information confidential.

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(1) Source of information confidential.

January	19	bookings
February	36	"
March	35	"
April	23	"
May	21	"
June	13	"
July	3	"
August	1	"
November	4	"
December	14	"

Summarizing this, it will be noted that bookings start in December and become strong in February and March, tapering off during April and May, with June the last month amounting to anything before the slack of the summer. In times of depression like 1932 to 1935, however, the "hand to mouth" buying in all other trades was apparent in the travel trade, and again the time of advertising tended to be later and nearer the actual sailing date.

The size of the trip is, of course, another influence on this. As an extreme illustration, one would naturally start preparations further ahead for a world tour than for a week trip. Therefore, it may be stated that the time to advertise is in direct proportion to the amount of money to be spent, with some allowance on the longer trips for general business conditions.

Here for illustrative purposes are a few statistics taken over a period of two years in my own business: (1)

(1) Arnold Tours, 1934 and 1935

January	15
February	38
March	38
April	38
May	31
June	13
July	3
August	1
September	4
October	14

Summarizing this, it will be noted that bookings start in December and become strong in February and March, tapering off during April and May, with June the last month showing anything before the slack of the summer. In times of depression like 1932 to 1933, however, the "band" of months" during in all other trades was apparent in the travel trade, and again the time of advertising tended to be later and nearer the actual sailing date.

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Here for illustrative purposes are a few statistics taken over a period of two years in my own business: (1)

For weekend trip	10 days before
For two weeks' trip	1 month before
For one month trip	4 months before

These figures show the average length of time before sailing that deposit was received. It should be realized that from one week to a month should be added to this time for advertising purposes as considerable time often elapses after attracting the prospect's attention and the actual booking.

DEVELOPING TRAVEL INTEREST BY MISSIONARY PROPAGANDA

The travel agent's greatest job is to create travel. Like all sales effort it begins with some so-called missionary work. Travel, perhaps more than any other industry, has to prepare the way before a sale may be made. For many, a trip is their largest expenditure of the year. Such people must first be shown the advantages of such an outlay. The luxury and safety of travel and its reasonableness must be clear to them.

The steamship, airline, bus and railroad companies have dramatized the lure of travel, but it is up to the travel agent, aptly called the retail sales force of travel, to put it over. No one line sufficiently represents the broad subject of travel so well as does the agent. Therefore, no one line can have the incentive which the agent has. If a prospect tells the passenger manager that he has decided to vary his route this year, that individual can do little to help

For one month trip	4 months before
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him for he is not paid to sell other services. The travel agent is, for no matter how the client travels the agent may benefit. Here is one case where having all the eggs in one basket is an advantage. Only the travel agent is in a position to sell all travel.

Distribution of Literature:--To give some idea of the tremendous distribution system which the travel agents offer to the carriers, consider for a moment over one thousand separate sales organizations, all with their own salesmen, their own mailing lists, of which a conservative estimate would be five thousand to an agent. Immediately you would have, if you were a passenger traffic manager, five million prospects ready who would receive your sales piece at a cost of a third or less than the same amount of direct mail would cost you. In other words, the only expense to the passenger traffic manager is bulk mailing to the agent. The agent bears the distribution cost. He gambles his own funds on his prospects and you may be sure he does not waste much. In addition to this there is the personal contact which agents make with their clients.

Exhibitions:--Another form of missionary work is accomplished by exhibitions. These, while usually sponsored by large industrial services, may be used very effectively in a small way by the travel agent or a group of agents.

An interesting example of this was a European poster exhibit held by the Boston office of the Hamburg American and North German Lloyd Lines during the month of January, 1936. A few days before the exhibit was opened invitations were sent to a select list. On opening day flags and an awning were placed at the entrance. Every effort was made to make it a real show and numbers were attracted to it.

Here there is a wide field for development and one which the agent should not overlook. One of the most interesting exhibits is being maintained by the United States Lines on Fifth Avenue, New York. They have leased the first two floors of the building and have built actual size rooms and duplicated furnishings of rooms on their steamers. Not able to bring all prospective travelers to their ship, they proceeded to bring the ship to the traveler. Here he is given a sample, though to be sure not so much as on a short cruise, concerning which I shall treat in more detail later.

One corner, for example, shows a section of the lounge of the S.S. Virginia looking through to the smoking room. At the left are the doors of two cabins that are exact duplicates of rooms on the Manhattan and Washington.

In a little over two months from the opening date, December 8, 1934, more than thirty thousand persons⁽¹⁾ inspected

(1) The Travel Agent, February, 1935, p. 9

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Here there is a wide field for development and one which the agent should not overlook. One of the most interesting exhibits is being maintained by the United States Lines on Fifth Avenue, New York. They have leased the first two floors of the building and have built several nice rooms and duplicated furnishings of rooms on their steamers. Not able to bring all prospective travelers to their ship, they proceeded to bring the ship to the traveler. Here he is given a sample, though to be sure not so much as on a short cruise, concerning which I shall treat in more detail later. One corner, for example, shows a section of the lounge of the S.S. Virginia looking through to the smoking room. At the left are the doors of two cabins that are exact duplicates of rooms on the Manhattan and Washington. In a little over two months from the opening date, December 8, 1934, more than thirty thousand persons inspected

this exhibit, a weekly average of thirty-five hundred people influenced to think about travel by an exhibit.

Illustrated Lectures:--Illustrated lectures are another important contribution to missionary work. Here one may show the prospect before his own eyes the advantages of travel. "One see is worth a thousand tells", said a great Chinese thinker of several thousand years ago. It is as true today. It is impossible to estimate the sales value, to say nothing of the educational value, of the illustrated lecture. Many travel agents freely offer their services to groups in return for the advertising value of such a lecture.

One of the most outstanding pieces of promotional work in this direction is the series of lectures delivered during 1936 at Jordan Hall, Boston, on travel. The Boston Globe presented these lectures and are authority for the statement that from the beginning there has been a tremendous demand for tickets. The hall has been filled on all nights except those when exceptionally bad weather prevailed. Up to February over 7,526 had attended these lectures. (1)

Other Methods:--Under advertising I have already discussed the different methods of reaching new prospects; under the first part of this section the subject has been

(1) Boston Daily Globe, Hotel and Resorts Department. Information furnished through correspondence with Mr. Farnsworth, Manager of this Department. See Appendix E.

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(1) Boston Daily Globe, Hotel and Resorts Department.
Information furnished through correspondence with Mr.
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further developed. Now I will describe some of the newer ideas for developing interest in travel. The first of these is the "Save-to-Travel" idea. This is a system whereby the prospect is sold the idea of having a book and investing savings at certain intervals in stamps to be placed in the book. When the value of the stamps in the book is sufficient they may be exchanged for travel.

I will illustrate further by quoting from a more detailed account of the plan as described in "The Travel Agent".⁽¹⁾ The plan is promoted by the International Institute for the Advancement of Travel, Inc., New York.

Compulsory saving has been eliminated and instead the holder may purchase stamps in 50¢ denominations in any quantity and whenever desired.

A penalty of \$3.50 is exacted should the savings be withdrawn in cash which is used for purposes other than travel.

To open a certificate (book) requires a minimum deposit of \$3.50.

If one desires to discontinue the Plan, the Institute refunds the Certificate Holder's savings, less only a nominal carrying charge (\$3.50). No fuss or bother is entailed.

All funds represented by the stamps are held in a New York Bank, Federation Bank and Trust Company.

Worthwhile discount inducements at smart shops, restaurants, stores and amusement places are offered the Certificate Holder to help him save more for travel.

(1) The Travel Agent, August, 1935, pp. 24-25

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Compulsory saving has been eliminated and instead the holder may purchase stamps in 50¢ denominations in any quantity and whenever desired.

A penalty of \$3.50 is exacted should the savings be withdrawn in cash which is used for purposes other than travel.

To open a certificate (book) requires a minimum deposit of \$5.00.

If one desires to discontinue the plan, the certificate returns the Certificate Holder's savings, less only a nominal carrying charge (\$3.50). No loss or holder is entailed.

All funds represented by the stamps are held in a New York Bank, Federal Reserve Bank and Trust Company.

Notwithstanding discount inducements at smart shops, restaurants, stores and amusement places are offered the Certificate Holder to help him save more for travel.

A year's free subscription to "Trips", the Institute's new travel-stimulating magazine, is given free to every Certificate Holder.

Every certificate which is to be secured either through the advertising to be done by the Institute or through its salesmen will be credited to a travel agent. In other words, the Institute will show right on the certificate the name and address of the agent through whom it may be redeemed for travel.

The agent's sole expense is his complimentary subscription of "Trips" to the Certificate Holder to encourage the desire of quicker accumulation of stamps by the Certificate Holder. The cost of a yearly subscription to an agent is \$3.50.

The above paragraphs, which I have taken from the account in "The Travel Agent", give the facts of this new promotional plan. I give them here merely because of their interest to the travel agent. The plan has not been in operation long enough to give results. Considerable advertising has, however, been done by the Institute.

Another method of developing travel interest and inculcating the habit which has been put into practice within the past five years is the shore cruise. I believe Ralph Dellevie, Head of the National Tours, has been credited with introducing this idea. It spread like wildfire and has led, not only in this country but in Europe, to thousands of "First Trippers", many of whom would never have ventured to sea had it not been for the opportunity presented by these shore cruises. The great benefit of these to the

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The cost of a yearly subscription to an agent
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sands of "Travel Trippers", many of whom would never have
ventured to see had it not been for the opportunity presented
by these above outlines. The great benefit of these to the

industry is that many, having experienced the pleasure of a short cruise, have rebooked on long voyages.

Another interesting method is one which, while old in principle, is relatively new to the travel industry. That is the Morris Plan. This, in contrast to the "Save-to-Travel" idea, might be called the "Borrow-to-Travel" idea. Its success can, in large measure, be attributed to the fact that it is sponsored by the Cunard White Star Line, Ltd.

I am informed⁽¹⁾ that approximately 35% of this type of business comes from school teachers, educators, social workers, ministers, etc., whose efficiency in their own work is greatly helped by their visits to foreign countries. Many of those who would otherwise only be able to spend a week or two in Europe are enabled by the deferred payment plan to spend two or three weeks more than would be possible if they paid in advance for their trip.

The same authority is responsible for the statement that a "comparatively large number of prepaid bookings which we are completing at the present time are done through the deferred payment plan". By prepaid booking is meant a situation when a husband who has come to this country wishes to bring over other members of his family he has left behind, by buying a ticket here and sending it to them there.

The Cunard Line now regard the deferred payment plan a permanent part of the travel industry.

(1) J. O'Connor, Cunard White Star Line, through interchange of correspondence.

industry is that many, having experienced the pleasure of

a short cruise, have returned as long voyagers.

Another interesting feature of the cruise is the fact that

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is the Morris plan. This is similar to the "Save-It-

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The United States now regard the deferred payment plan

a permanent part of the travel industry.

TRAVEL DURING LEISURE TIME AND AS EDUCATION

Here let me consider travel promotion from the viewpoint of education, or the use of leisure time for self-improvement. I shall endeavor not to be detailed and specific in doing this, but to make it pleasant reading as all travel promotional literature should be. Consider this statement; travel is the most pleasant and gainful way of using one's leisure time. If your reaction is that you are tired of doing everything because it is gainful or educational and want a change, or want to get away from it all for a while, then I say here is a method that will put new life in your veins, give new inspiration to your thoughts, give you a new outlook on things, and in truth mean for you literally a wholly new recreation--travel.

Surely age is mostly mental. You are but as old as you believe yourself to be. Travel is a motivating force as strong today as it ever was. Whenever our great adventurers went it spurred them on. Who has not yearned to see strange lands? Fulfill this desire then. A travel agent can show you without fatigue or effort, how to improve your mind and body by using your leisure time to travel.

Leisure time, I say, for do not present trends in work, laws and thought point towards more and more leisure? From the beginning of the machine age and its resulting

TRAVEL DURING LEISURE TIME AND AS RECREATION

There is no consideration of travel from the viewpoint of education, or the use of leisure time for self-improvement. I shall endeavor not to be detailed and apologetic in doing this, but to make it pleasant reading as all travel recreational literature should be. Consider this statement; travel is the most pleasant and reliable way of using one's leisure time. If your reaction is that you are tired of doing everything because it is painful or educational and want a change, or want to get away from it all for a while, then I say here is a method that will put new life in your veins, give new inspiration to your thoughts, give you a new outlook on things, and in truth mean for you literally a wholly new recreation--travel.

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Leisure time, I say, for do not present trends in work, laws and thought point towards more and more leisure from the beginning of the machine age and its resulting

unemployment, we have regarded leisure time as an evil and as a thing to be dreaded. The time may soon come when working conditions may enable man to afford leisure time and thereby allow him to enjoy it free from mental cares and worries. Then moderate leisure will really be a happy prospect for the worker, one to which he is entitled. Travel is one of the best means to enjoy this time. This is particularly so if our wealth should become more evenly distributed, as many advocate. Now as never before the travel agent is offering new trips at prices all can afford. Travel knows no age. The eloquence of the travel agent is to be pardoned when he says that truly adventure, love with its companion romance, education and the joy of living beauty are the four horsemen of youth, found in travel.

It was one of the ironies of life that Ponce de Leon sought that which he had in his grasp--had he but paused to experience and enjoy that fountain of youth, the passing world, as he journeyed in search of it. Let me consider travel promotion from the viewpoint of each of these four horsemen.

Adventure! If we desire masculine lure here it is. No true lover of travel, as all good agents are, need bite his pencil or knit his brow for good copy with which to enthrall his prospects. He need only let his imagination run riot, or recall the adventurous deeds of the Spanish Main.

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If, on the other hand, the prospect be a lady less venturesome than her sisters, watch her eyes when the mystery or romantic lure of a tropical moon is mentioned. Or should it be possible that she is unresponsive to either of the first two horsemen and some other promotional stimulant be needed, then let it be education, for here travel is at its best. Again--"One see is worth a thousand tells."

Perhaps our client may have put her adventuring many years behind together with love and romance and as for education, she has little need of more, as the path is growing shorter. Ah! there is one more spark you may yet kindle. While there is life there is the will to enjoy it, to see again as with the eyes of youth the beauty of nature and her handiwork. Only by visiting these scenes at first hand may the true wonder of natural beauty be appreciated.

42.

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CHAPTER IV

THE PROBLEMS OF THE TRAVEL AGENT

In presenting these problems no effort has been made to consider them according to importance. They are not only deserving of careful consideration but, in fact, must be dealt with cautiously for the agent's judgment regarding them means the difference between success or failure.

FOREIGN EXCHANGE

The first problem I shall consider is foreign exchange. Of course, if an agent works only as agent for steamship companies and wholesalers of foreign tours and does not operate them himself, this is not so vitally important. Even in this case, however, it should be a prerequisite for successful understanding of foreign tour rates.

To begin, let us take an elementary example: namely, when the United States went off the Gold Standard. To Mr. John Doe, an ordinary law-abiding citizen, who probably never travels outside of his own country, it meant absolutely nothing except some newspaper headlines. That condition remains so as long as there is faith in the general credit of the government within its borders. But, if Mr. John Doe works in a foreign country, for example Holland, and naturally buys all his supplies there but receives his pay in American

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dollars, like many of our consular officers, what happens when the U.S.A. goes off the Gold Standard?

Let us continue the example. Before we changed our policy the United States dollar was a gold dollar worth two guilder and 22.22 cents Dutch currency⁽¹⁾. Or expressed another way: a guilder was worth forty-five cents American currency. Therefore, for forty-five cents or one guilder Mr. Doe could go out and buy his lunch at noonday. Then the United States goes off gold, while Holland remains on the Gold Standard. Then the value of the dollar in respect to the number of guilders it is worth changes. Today, November 20, 1935, for example, Mr. Doe's dollar is worth not quite one and a half guilders⁽²⁾, or expressed as above, a guilder is worth sixty-eight cents American currency; Mr. Doe's lunch, which is no better, costs him sixty-eight cents instead of forty-five cents.

While such changes do not happen daily, foreign exchange is always fluctuating. It is not so long ago though that such a violent change did take place. Such changes do happen much too frequently to suit the travel operator and the foreign trader whose problems are similar. Under ordinary conditions the travel man makes allowance for this fluctuation, but it can not always be foreseen.

(1) See Appendix C

(2) New York Times, Foreign Exchange Quotations, Financial Section, November 20, 1935.

dollars, like many of our commodity officers, what happens when the U.S.A. goes off the gold standard?

Let us continue the example. Before we discuss our policy the United States dollar was a gold dollar worth two guilders and 28.25 cents Dutch currency. (1) Or expressed another way: a guilder was worth forty-five cents American currency. Therefore, for forty-five cents of our guilder Mr. Doe could go out and buy his lunch at noonday. Then the United States goes off gold, while Holland remains on the gold standard. Then the value of the dollar in respect to the number of guilders it is worth changes. Today, for example, for 50, 1935, for example, Mr. Doe's dollar is worth not quite one and a half guilders, (2) or expressed as above, a guilder is worth sixty-eight cents American currency; Mr. Doe's lunch, which is no better, costs him sixty-eight cents instead of forty-five cents.

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(2) See York Times, Foreign Exchange Conditions, Financial Section, November 25, 1935.

The ordinary operator of foreign travel prepares his summer season tours in January and sets his prices then. All during the first five months of the year he is selling these tours. The usual method is by deposit, with balance to be paid in installments; say one-fourth by March 15, one-half by May 1, and full amount four weeks before sailing. This means that, regardless of all legal phrases, etc. in his contract with the purchaser, he commits himself to provide his client in January, when he receives a deposit, with a tour in June. For simplicity's sake we will say the tour costs \$500. The deposit and first quarter payment by March 15 amount to \$125. The operator is then committed to provide the purchaser in June with a \$500 tour, of which he has by March 15 an uncollected balance of \$375.

Now to illustrate our point about the dangers of foreign exchange fluctuations. Let us consider that the above tour was purchased in 1934. In that year the United States went off the Gold Standard. The cost of the services the operator agreed to provide for his client increased like Mr. Doe's lunch. For example: the operator now finds that the cost of the customer's foreign land tour which (after deducting the steamship portion and other items from the \$500) was \$250 will now be about \$378. In other words, if he is to carry out his contract he does so at a loss of \$128. Of

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to carry out his contract he goes at a loss of \$125. Or

course, his contract probably entitles him to refund Miss Smith her deposit and cancel the trip, but then he has no customer. He can suggest that she pay the difference, but for most clients this would be out of the question.

Is there some way the operator may protect himself? Yes! He might foresee some such change in government and request full payment at once, or take his own funds, if the client was not prepared, and change them to foreign currency at once, thus protecting his commitments. The simplest method of doing this is to estimate the amount of foreign currency needed to buy the services required, then go to one's bank and purchase at the current rate of exchange a draft payable to your travel bureau for this amount in the currency desired. When the time comes to pay for the services this draft may be broken up into several smaller drafts which are made payable to those from whom the services are purchased. The advantage, however, is that regardless of the rate of exchange on the day this is done, there is no charge other than that for the writing of the drafts, because you have already purchased the foreign currency and are merely using it at this later date. This would be simple if the client had the money ready or if the operator had it himself, but one should realize that there may be a few hundred customers booked; then realize the job before him.

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are merely using it at this later date. This would be simple
if the client had the money ready or if the operator had it
himself, but one should realize that there may be a few hun-
dred customers booked; thus realize this too before him.

To complicate matters, let us suppose that this client were to travel in nine or ten different countries and each had a different currency. This presents the difficult job of estimating how much of the money to convert into each currency. One might take a chance and change it all into Sterling or English money. England, however, went off the Gold Standard too, which would have created the same predicament all over again; remember also that it costs something each time one converts funds. Even if one's own country remains stable, other countries may change and thus confuse matters. Therefore, it is practical not only as a matter of convenience, but in actual dollars saved, for the prospective traveler to let the Travel Agent arrange his tour and assume responsibility for the dangers of currency fluctuation. Otherwise, he may leave this country in possession of merely a round trip steamship ticket and what he considers ample money to buy his own tour abroad and then find on arrival that due to foreign exchange fluctuation he does not have sufficient funds to carry out his plans. Returning steamers in August of 1935 were filled with Americans "gone broke" just because of this.

A few of the more common foreign currencies which one must know, with their signs and values (as of November 20, 1935), are listed here.

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<u>Currency</u>	<u>Sign</u>	<u>Value</u>
English Pound	£	\$4.91
French Franc	Frs.	7½¢
Belgian "Belga" (5 francs)	Belga	17¢
Italian Lira	Lit.	8¢
Swiss Franc	S.Frs.	32¢
Dutch Guilder (sometimes called florin)	Fl.	68¢
German Mark	RM	40¢
Hong Kong Dollar	HK\$	38¢
Shanghai Dollar	MEX or S\$	30¢
Japanese Yen	¥	29¢

Then there is the Indian Rupee; the Egyptian Pound; other European currencies; South American currencies, etc. (1)

(1) See Appendix C

<u>Value</u>	<u>Item</u>	<u>Country</u>
50.00	1	English found
75	2	French found
100	3	Belgian "Belgian" (3 found)
125	4	Italian found
150	5	Belgian found
175	6	Belgian found
200	7	Belgian found
225	8	Belgian found
250	9	Belgian found
275	10	Belgian found
300	11	Belgian found
325	12	Belgian found
350	13	Belgian found
375	14	Belgian found
400	15	Belgian found
425	16	Belgian found
450	17	Belgian found
475	18	Belgian found
500	19	Belgian found
525	20	Belgian found
550	21	Belgian found
575	22	Belgian found
600	23	Belgian found
625	24	Belgian found
650	25	Belgian found
675	26	Belgian found
700	27	Belgian found
725	28	Belgian found
750	29	Belgian found
775	30	Belgian found
800	31	Belgian found
825	32	Belgian found
850	33	Belgian found
875	34	Belgian found
900	35	Belgian found
925	36	Belgian found
950	37	Belgian found
975	38	Belgian found
1000	39	Belgian found
1025	40	Belgian found
1050	41	Belgian found
1075	42	Belgian found
1100	43	Belgian found
1125	44	Belgian found
1150	45	Belgian found
1175	46	Belgian found
1200	47	Belgian found
1225	48	Belgian found
1250	49	Belgian found
1275	50	Belgian found
1300	51	Belgian found
1325	52	Belgian found
1350	53	Belgian found
1375	54	Belgian found
1400	55	Belgian found
1425	56	Belgian found
1450	57	Belgian found
1475	58	Belgian found
1500	59	Belgian found
1525	60	Belgian found
1550	61	Belgian found
1575	62	Belgian found
1600	63	Belgian found
1625	64	Belgian found
1650	65	Belgian found
1675	66	Belgian found
1700	67	Belgian found
1725	68	Belgian found
1750	69	Belgian found
1775	70	Belgian found
1800	71	Belgian found
1825	72	Belgian found
1850	73	Belgian found
1875	74	Belgian found
1900	75	Belgian found
1925	76	Belgian found
1950	77	Belgian found
1975	78	Belgian found
2000	79	Belgian found
2025	80	Belgian found
2050	81	Belgian found
2075	82	Belgian found
2100	83	Belgian found
2125	84	Belgian found
2150	85	Belgian found
2175	86	Belgian found
2200	87	Belgian found
2225	88	Belgian found
2250	89	Belgian found
2275	90	Belgian found
2300	91	Belgian found
2325	92	Belgian found
2350	93	Belgian found
2375	94	Belgian found
2400	95	Belgian found
2425	96	Belgian found
2450	97	Belgian found
2475	98	Belgian found
2500	99	Belgian found
2525	100	Belgian found

Then there is the Indian report: the Belgian found; other
 European countries; French American countries, etc. (1)

FORECASTING THE TREND

This section might well be called anticipating the market, for that is the desire of every travel creator. He who correctly estimates what the public will buy, and the price at which they will buy it, will be the most successful. This is particularly so if he can do it ahead of his competitors. To ascertain the trend of business as a whole is not as difficult as it is to forecast it for any one trade. Evidence of general business conditions and trends are always about us if we but know where to look. Our problem as travel producers is to apply them to our own business and to obtain what additional specific additions we may from our own field.

One method of doing this, which I recommend, as stated on pages 55-8, is to consider the problem from three angles. First, what trips have proved most popular in the past and why; second, what are people thinking about doing in the coming season; third, how will home and world events affect these people.

I recommend that one consider each of these in detail. First I go over past records. I summarize the most popular trips I have operated. I consider why these tours were popular and then with a background to start with I go to the next step.

FORECASTING THE FUTURE

This section might well be called "forecasting the future," for that is the desire of every travel operator. He who correctly estimates what the public will buy, and the price at which they will pay it, will be the most successful. This is particularly so if he can do it ahead of his competitors. To ascertain the trend of business as a whole is not as difficult as it is to forecast it for any one trade. Evidence of general business conditions and trends are always about us if we but know where to look. Our problem as travel producers is to apply them to our own business and to obtain what additional specific additions we may from our field.

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This is, consider what are people planning for next year? The accurate answer to this question is difficult to get; there are several methods of procedure. Of course, to be of real value I must have the answer by the end of the year so as to have my own plans ready to bring out with the new year. However, most people unconsciously follow some influence in deciding where they will go. Therefore, I consider what the strongest travel influences have been during the past season. These influences are to be found in the news of the year; the advertising that has been carried in printed form; and the word-of-mouth stories of those who have just returned. Whether current news or paid advertising, this is all propaganda for travel.

The greatest influence among the written articles is to be found in the magazines on travel of which the "National Geographic Magazine" is the leader. For example, if an issue of this magazine is devoted to our National Parks it is certain to cause several of its readers to determine to visit those parks and see for themselves the wonders described or pictured in the magazine. If Mexico be featured in several magazines, as has been the case recently, then some will want to go to Mexico. Of course, excepting the "National Geographic", much of this material is written or encouraged by the publicity departments of paid

This is, needless to say, a question of planning for

next year. The accurate answer to this question is difficult to get; there are several methods of procedure. Of course, to be of real value I must have the answer by the end of the year so as to have my own plans ready to bring out with the new year. However, most people unconsciously follow some

influence in deciding where they will go. Therefore, I consider what the strongest travel influences have been during the past season. These influences are to be found in the news of the year; the advertising that has been carried in printed form; and the word-of-mouth stories of those who have just returned. Whether current news or paid advertising, this is all propaganda for travel.

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advertising campaigns. For this reason the travel man should consider what places, industries or countries are planning large advertising appropriations. All foreign countries of importance do this, as I explain later, many railroads, and the civic organizations of certain large cities do. For example, Italy is spending a lot of money to attract tourists; our own railroads will spend more as time goes on; and as to cities, consider Havana, or in this country, Atlantic City.

The articles written and sent to the magazines and newspapers for immediate release by the paid publicity writers of these organizations number into the millions. Many that would otherwise never reach the composing room, much less the public, are successful because they are written in connection with a planned campaign of paid advertising. This does not indicate that they are not good but rather that if it were not for the travel paid advertising some other articles referring to other campaigns or products would be given preference. So the travel ideas of the people are molded.

It is not direct travel propaganda alone that always does it, but world events shape and guide the travel inclined mind. Popular sentiment grows and sometimes places become popular or fall in disfavor. For example: All the

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Scandinavian countries are in some degree benefiting by the favorable publicity being given Finland on account of her prompt payment of her national debts. Every good travel forecaster should also keep his ear to the ground to hear the talk-about-town in gatherings of travel agents or transportation men.

Having considered all these indications, there is also opportunity for a little direct investigation. In a small way, this may be done through direct contacts with former and new clients, or talking with those at travel lectures. One may use direct mail to find the answer. One or more mailings may be sent out at strategic times. These should be so prepared that as many as possible will bring answers that will indicate trends for the coming year.⁽¹⁾ Then, as the time grows nearer the new year, some newspaper or magazine advertising for tours in the following year may be inserted and the answers will help.

Finally, with some idea of what may be popular, I then consider business conditions among the class of prospects to whom I intend to direct my own campaign. How much are they going to be able to spend for travel? This will affect price, not necessarily quality, for a good low-priced

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tour may be offered, as well as one that is more expensive. Then, what effect will present world political conditions have on our prospective travelers' decision? For example, right now the Ethiopian-Italian conflict and its potentialities have caused all Mediterranean cruises except those in regular service to be cancelled. Unless peace comes soon there will be very little travel in the Mediterranean or Italy next summer.

There are also events other than those political which have a decided effect on travel trends. A few of these are: The Passion Play at Oberammergau, which is held every ten years;⁽¹⁾ the Eucharistic Congress to be held in 1936 at Liseux, France, and at Manila in 1937. Plans are already being announced for this. Other events are world fairs and expositions.

A careful consideration of all these by the travel operator will help greatly in forecasting future travel trends, and in making his tours sell.

CUT RATES

This term carries with it an inference which all business men dislike. Cut rates need not be illegal; they may mean only reasonable or popular prices. However, in

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order to clarify my meaning, I shall divide this section into two parts:

1. The Economical Tour
2. Splitting Commissions
 - (a) Unintentional
 - (b) Deliberate

The Economical Tour:--The first of these is a perfectly proper method of doing business. In fact, instead of calling these "economical tours" I might call them popular priced tours. They have been the means of making travel popular with those who might not otherwise have been able to travel. When first introduced, they were called "Student Tours" and a special part of the Third Class on Trans-Atlantic steamers was set apart for them, and called Tourist Class. Many of the old established firms were slow to sell them, not realizing that there was a great demand for this type of low-priced tour, and not only because of this but also because the companies that offered these tours were new companies and like any new product had yet to be proved. In fact, such concerns even regarded the operators of tours as though they were cutting rates instead of creating travel.

The Tourist Class Tour became so popular that in time the Second Class ship began to lose trade, whereupon many steamship lines decided to reclassify their ships. They then took the best third class rooms and most of the second class rooms and officially called this group Tourist Class.

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The best second class rooms were given to First Class and Second Class was eventually done away with entirely. For some time, until 1933 in fact, Tourist Class rates were below Second Class. Lately, I regret to say, they tend to become equal to the former Second Class rates. I say "regret" because I believe it to be a mistake to have them so. I believe this has been one of the reasons that fewer people visited Europe in 1934 and 1935. The steamship lines either do not agree or prefer not to, for they continue to increase their rates by lengthening their high seasons⁽¹⁾ and reducing the round trip allowance.⁽²⁾

(1) The period when trade is heaviest, during which higher rates apply. These are: (taken from Cunard White Star Sailing List, 1936)

U. S. Services--

For First Class, Cabin and Tourist Classes

Summer Season--Eastbound--June 1 to July 20

Off Season--Eastbound--July 21 to May 30

Summer Season--Westbound--August 3 to September 21

Off Season--Westbound--September 22 to August 2

Canadian Service Seasons--

For First Class and Cabin Class

Summer Season--Eastbound--June 8 to July 13

Off Season--Eastbound--July 14 to June 7

Summer Season--Westbound--August 10 to September 14

Off Season--Westbound--September 15 to August 9

For Tourist Class

Summer Season--Eastbound--June 8 to July 13

Off Season--Eastbound--July 14 to June 7

Summer Season--Westbound--August 3 to September 14

Off Season--Westbound--September 15 to August 2

(2) This was done in December, 1935.

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U. S. Services--
For First Class, Cabin and Tourist Classes

Summer Season--Eastbound--June 1 to July 30
Old Season--Eastbound--July 31 to May 30
Summer Season--Westbound--August 1 to September 30
Old Season--Westbound--September 1 to August 30

Canadian Service--
For First Class and Cabin Class

Summer Season--Eastbound--June 1 to July 13
Old Season--Eastbound--July 14 to June 7
Summer Season--Westbound--August 13 to September 14
Old Season--Westbound--September 15 to August 6

For Tourist Class
Summer Season--Eastbound--June 1 to July 13
Old Season--Eastbound--July 14 to June 7
Summer Season--Westbound--August 13 to September 14
Old Season--Westbound--September 15 to August 6

(2) This was done in December, 1935.

Personally I do not believe foreign travel will have a return to the really "rush" days of 28/29 until rates are lowered in the popular classes such as Tourist. The ordinary middle class traveler--and that is where the future bread and butter of the trade lies--is willing to pay a reasonable rate per day, but not more. I believe this class of traveler recognizes that this rate is more than they earn per day, but I think their limit for what they call reasonable is about double their day's earnings, which average \$5.00 per day. In other words, they will pay \$10.00 or perhaps \$12.00 a day for travel, but certainly not more.

I have digressed long enough to bring out the fact that the economical popular priced tour depends upon reasonable steamship rates. Such tours, though they may cut the price of travel, are its mainstay and should be encouraged when operated by travel men who are trying to give honest value.

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The Unintentional Split:--By this term I refer to practices indulged in by the trade whereby commissions or profits are unintentionally divided or wholly given over to the customer to the detriment of the travel agent. Certain railroads, steamship lines, transportation lines and motor coach companies are guilty of these practices, as I shall show.

First, however, let me give as my premise the theory that a group, such as the travel agents represent, who have earned their place in the business should be protected by the carriers as to commissions and allowed a reasonable profit on operations. Certain railroads fail to protect the agent by organizing all-expense tours in which the commission on the hotel is given to the customer. Let me illustrate.

A large convention is to be held in an Eastern city, whereupon the passenger representative of the line contacts the hotels in the city and reserves a large number of rooms. The hotel quotes him \$4.50 per person, American Plan, which represents the \$5.00 rate they quote travel agents, less 10%. The passenger representative then calls on delegates to the convention or members of the organization and offers them an all-expense tour based on the combined rail fare and the hotel at \$4.50 a day. Naturally the

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group then deals with the rail man instead of with a travel agent because of the lower rate. In fairness to the road (as an actual case is referred to) I do not believe the rail man sees the case from this angle as usually he can be counted on for excellent cooperation with the travel agent, but each year he sends five hundred or more members of organizations over his road by this method. The practice is the more unwarranted as he would get these same people without passing on this difference in rate by cooperating with the agents.

Another Eastern railroad line offers excursion rates on holidays over its tracks to certain cities. In these cities a well-known, nation-wide sightseeing company offers interesting tours at a fixed rate to agents less a commission or special party rates for groups. The travel agent often organizes all-expense tours based on these rail excursion rates plus the cost of these sightseeing trips, the travel agent's profit being derived mostly from the difference between the individual sightseeing tour rate and the lower party rate.

However, as soon as the special train leaves for the city, representatives of the sightseeing company come through the cars offering sightseeing at 33% reduction from the rates in their folders. At the same time they announce

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However, as soon as the special train leaves for the city, representatives of the advertising company come through the cars offering advertising at 50% reduction from the rates in their folders. At the same time they announce

that this is a special rate below the advertised rate, not obtainable anywhere else. Actually it equals the party rate to the travel agent. Of course, it takes only a little mental arithmetic for the traveler to see that he should not have bought his city trips from the travel agent, but should have waited and bought his sightseeing trips on the train. Naturally, this breeds ill-will toward the travel agent. When I asked the sightseeing company why they did this, they said they were forced to offer the lower rates by the railroad company. Such a practice demands militant opposition by travel agents.

Next let us consider the steamship lines and in particular the Trans-Atlantic lines. A few years ago I was handed a folder directed to the members of a large organization whose members were either descendants of Englishmen, naturalized United States citizens or aliens. This folder outlined the advantages of visiting the "Old Country" on a line which is today the largest among the Trans-Atlantic lines, and went on to say that all members who booked Tourist Class either with the line or through the organization would be given a \$12.00 reduction in their fare. This, of course, represented the actual travel agent's commission and discriminated against other agents.

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A more recent case is one where a business group promoted a tour to Bermuda on another line. They offered the cruise to members at ten per cent below normal rates. Agents were not allowed commissions. The venture fell through for lack of support by members.

Another somewhat unintentional "split" is in practice when the steamship lines allow organizers to get groups together and pay them a commission for doing so. I agree that organizers have their place, but it should either be working through a travel agent, or if direct with the line, at a lower rate of compensation than the tourist agent receives. Fortunately many of the Trans-Atlantic lines seem to be inclining to the same idea and are not so cooperative with the organizer who has no office or agent's promotional expenses. Some of the non-conference lines or local services, however, are still working with organizers to the detriment of the tourist agent.

The Deliberate Split:--Here we treat of a practice which is not only unethical but also repugnant. On rare occasions the best agents have to decide whether they will do this or not. It consists of giving, intentionally, a part of their commission to the customer or offering him inducement in the way of reducing the cost of the trip below the advertised rate.

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Certain types of prospective travelers who are accustomed to shopping and bargaining for everything that they purchase, erroneously think that they can get a lower price by doing this in the travel business. For example: a prospect phoned me a few weeks ago and said that she desired to purchase a suite for herself, her husband and young son. The fare was about \$850. She was evidently aware that we would receive ten per cent commission on this for she said, "Since you will make \$85.00, we want you to provide us with free rail fare to New York, amounting to about \$35.00. You will still make \$50.00."

This is the sort of thing I mean when I say an agent may have to decide whether he will split a commission or not. In this case we wrote a letter to the lady advising her we were sorry to lose her business, but could not cooperate with her in that way. A copy of our letter was sent to the steamship line on which she was interested in sailing, so that they might be on the lookout for her and investigate the case, should they care to do so, if an application for her passage should come through another agent.

This practice of splitting commissions is, so it is claimed, one of the main reasons why the railroads refuse to allow agents a commission. Possibly some compensation for agents who have proved themselves capable of selling

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a regular volume of rail tickets each month on a sound basis might be developed. This would then avoid the danger which they fear. However, this is hardly as great a risk in the sale of rail tickets as in the sale of steamship tickets as the commission would hardly ever be as large as that received from the steamship companies. For example: if the railroad pays five per cent on transportation, I can hardly conceive any agent being willing to split with the customer \$6.75, which would be the agent's earnings on a round trip ticket to California in the summer.

The agent, in all fairness to him, should not alone be blamed for this practice, for I have heard⁽¹⁾ of cases where steamship lines themselves were the cause of splitting a commission.

Fortunately this situation is one which in the long run hurts the agent, or the party which practices it, more than any one else and, therefore, tends to eliminate itself.

RELATION BETWEEN THE AGENT AND THE STEAMSHIP COMPANY

The problem here is mainly one of protection and mutual service. As has been said before, the amount of travel depends upon those who regularly travel and the new business that is created. Naturally, an agent works best

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with the lines that give him the best service. What business he can direct he send to those lines. As to the question of service between the two, there is not much difficulty in this as both the agent and the line have a common aim, namely, to develop and book customers. The real problem is one of protection. By that I mean that the agent relies on the line not to pay commission to any but authorized agents. He also relies on the steamship lines to prevent, wherever possible, any rebate by either line or other agent to the customer resulting in the ticket being sold at a lower rate than that advertised. As the agent actually represents the steamship company and represents him as agent on contract, it is important to the steamship lines that the public's confidence in the travel agent be maintained and that no reflection will fall upon any steamship line due to a customer losing any funds through dealing with the agent of the line. In order to assure this it is a condition of the agent's contract with the line that he must maintain all funds received from customers in behalf of steamship transportation in a separate trust fund.

Unfortunately, the head officers of the steamship lines make it difficult for this condition to exist. This is because they do not seem to trust the ability of their own branch managers. They hold such a threat of replacement

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over those men that profitable production means so much to them that they are reluctant sometimes to investigate how an agent gets business for them as long as he gets it. The best assistance in the matter of protection can come, therefore, right from the head of the steamship lines in respect to their own branches. Then I am certain these branch managers will do their utmost to protect the agent.

RELATIONSHIP BETWEEN THE AGENT AND THE RAILROAD

Here the problem seems to be one of eliminating suspicion. The railroads, I believe, consider the travel agent not as one who can create sales for them, but rather as one who is trying to obtain a profit for services that are not needed. They liken him to a sort of middleman in name only, and as they do not know or understand what he can do for them, they underestimate his value. They dismiss the idea of his being useful to them in much the same manner as one passenger traffic manager did when in reply to the query, "Do you consider the Air Lines competition?", remarked, "They have no effect upon us whatsoever," in spite of the fact that the Air Lines on the particular run were taking away enough people daily from the rail line to fill two parlor cars. In other words, this passenger traffic manager showed by his "airy" dismissal of the question that he was either unaware of the business he was losing or did not care

over those men that profitable production means so much to them that they are reluctant sometimes to investigate how an agent gets business for them as long as he gets it. The best assistance in the matter of protection can come, therefore, right from the head of the steamship lines in respect to their own business. Then I am certain these branch managers will do their utmost to protect the agent.

RELATIONSHIP BETWEEN THE AGENT AND THE RAILROAD

Here the problem seems to be one of eliminating suspicion. The railroads, I believe, consider the travel agent not as one who can create sales for them, but rather as one who is trying to obtain a profit for services that are not needed. They liked him to a sort of middleman in some only, and as they do not know or understand what he can do for them, they underestimate his value. They dislike the idea of his being useful to them in such the same manner as one passenger traffic manager did when in reply to the query, "Do you consider the Air Lines competition?" remarked, "They have no effect upon us whatsoever," in spite of the fact that the Air Lines on the particular run were taking away enough people daily from the rail line to fill two passenger cars. In other words, this passenger traffic manager showed by his "airy" dismissal of the question that he was either unaware of the business he was losing or did not care

to know. This is the same unbelievable attitude that many of the rail men take toward the travel agent and his usefulness to them.

In considering the replies to the questionnaire⁽¹⁾ which I sent to the railroads I found the following opinions expressed. The railroads did not consider it advisable for them to promote their own all-expense tours and pay agents a commission unless they had certain features to promote which required them to do so. The amount of commission they would pay on individual tickets varied from five per cent to seven and one-half per cent; on all-expense tours, from five per cent to ten per cent. The "best help" a travel agent could be was to create business and sell rail travel to those who would want to travel, but had not decided how. The replies to the questionnaire sent to railroads asking why the roads did not provide literature for the agents to imprint indicated that this would be done if the roads understood better how to do it.

The last question was regarding the attitude of the railroads toward the establishment of a government bureau for tourist propaganda. The answers showed exactly fifty per cent favored the establishment of such a bureau; the other

(1) See Appendix D-2

fifty per cent were opposed to it. It is to be regretted that more did not answer, but as stated before, the attitude of suspicion had much to do with it. Several railroads went to the trouble of having their local managers communicate with me to investigate if there were any "catch" in the questions. Both agent and railroad should work to eradicate this suspicious attitude.

RELATION WITH OTHER CARRIERS

Air Lines:--At first they complained that the travel agent did not support them. Later, through the efforts of the trade magazine "The Travel Agent" and by a realization by the agents themselves of the opportunities, better support was given and travel men began to push air travel. The commission was small, but as the cost of travel was more per ticket than rail the amounts received in commission amounted to enough to make it worth while for the agent.

Then the air lines had an idea. They began to offer "Script Books"; in other words, for \$500 worth of travel you pay \$425. This in itself is a good idea to promote more travel and to give the large user the benefit of a lower rate. The agent is not considered, as they decided not to pay a commission on such "books" and pass the saving on to the traveler. To add to this lack of cooperation, one

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of the large Eastern Airlines sent its passenger traffic men to the customers who had been buying through the travel agents that sold them the idea of air travel and literally took these customers away from the agent through direct sale of these coupons.

In regard to the question of "Script Books", I find on examination of the questionnaires which I sent out that there is some unfair use of these books. In other words, they are being "loaned" out to those not entitled to use them. One agent reports: "Nearly every prospect has script available through some source."

Several agents complain of "hotel porter" competition. This is the practice followed by the head porter in many hotels of setting himself up as a sort of miniature travel bureau and buying tickets for hotel guests. This would not be bothersome were it not for the fact that a few bus companies and air lines pay him a commission for doing so.

Objection is also made to allowing telegraph companies commissions.

Another complaint made on the questionnaire was that the air lines ought to provide more information and not change their schedules so often. This may be better realized if I state that during one month I have received as many as four announcements of changes in schedule on one line.

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Motor Coach Lines:--Neither the agent nor the line quite know whether they want to cooperate with the other or not. It is partly due to the regrettable fact that in some cases the ethics of the motor lines need improvement. The motor lines think the same thing about the agents. Some lines have made excellent progress in this direction. Unfortunately, however, a few motor lines do not distinguish between a travel agent and those who sell bus tickets as a side line. The motor lines confuse such people with regular travel agents who are recognized by the trade as real travel operators. Both motor lines and travel agents need to cooperate more for the good of each. The motor lines can not be criticized for unintentional splitting of agents' commissions until they stop splitting profits on themselves.

RELATION WITH OTHER AGENTS

As a result of the investigation which I have made I have come to the conclusion that, while competition is the principal problem of the travel agent, its severity differs considerably according to the location of the agent; that is, the size of the city in which he is located. Most agents in the larger cities are well aware of this, but I wonder if the agent located in the middle-sized city stops to realize how much more vital it is to the large city agent, and how its effect even reaches back to him. This is important for the

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majority of agents are located in cities of less than six hundred thousand.

Everyone knows that a unified group is stronger than the individual. It is, however, the thoughts and opinions of the individual that go to make up the decisions of the larger body. Among the tourist agents the strongest organization working for the common good is the A.S.T.A., which I have mentioned before. The membership of this body is made up of many of these agents who are located in the smaller cities. It is, therefore, important that these agents realize the problems of the large city agent so that this organization will work one hundred per cent and militantly for the eradication of the problems of such agents.

Thus they will help the whole industry. The competition among the large city agents is not noticed directly by the other agents, but its effect is there none the less. This is because there is no limit to the field within which the travel agent operates. As the competition grows keener in the larger community, so little by little the agents there reach out into the field of those located in the smaller cities. Competition will always be with us; that is, as long as we work under our present system which has yet to be successfully surpassed by another. It is a case of the survival of the fittest, but contrary to many

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in the industry, I am not advocating any reduction of competition by other than natural means. Rather, I believe the efforts of the industry, and especially the A.S.T.A., should be directed to making that competition clean competition.

That is the problem of the trade; to raise the ethics of the business. I do not mean that a large number of those in it are not dealing fairly in their efforts to get the business, but even if there should be only one in a city against whom this accusation might be made, this is one too many. In addition to the A.S.T.A., the local councils in some large cities and the Pacific Coast Group can all work to this common end.

There is another phase of the business that affects the relationship between agents, and that is the type of business. A consideration of this may also be divided into two parts. One of these is according to the source of income. Is it one hundred per cent from travel? By that I mean, does his income and his overhead depend wholly on travel? The other is; does he operate his own tours or work through wholesalers?

I say these questions affect his relations with other agents. They do. Because in cities where the competition is keen, those who are exclusively travel agents

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do not regard the firm operating a travel bureau as part of a bank, a department store, or a public utility, with the same friendliness as they do one who stands alone like themselves. Statistics which I have gathered from a questionnaire indicate that twenty-five per cent of the travel bureaus are affiliated with businesses other than travel and depend on these other businesses to pay part of the overhead. Such other businesses are: Banking, Automobile Sales and Service, Freight Agent, Department Stores, Employee Cooperative Societies, Foreign Missions, Hotel Business, and the Railroad Ticket Agent.

As to the other phase, namely that of working through wholesalers, this is a phase which particularly interests the large agents who sell as retailers and also have wholesale departments. They, for example, are interested in keeping pleasant relations with the whole trade so that other agents will not consider them as competitors and will be interested in selling their offerings. According to my questionnaire, seventy-five per cent of the agents deal with them. Examples of this type of agent are Thomas Cook & Son, Ltd., The American Express Company, Simmonds Tours, and Raymond-Whitcomb. These companies must maintain very friendly relations with the trade. They even maintain special departments to deal only with the agent.

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These companies not only operate land tours both foreign and domestic, but also charter ships and depend greatly on the cooperation of other agents to help them fill the steamer. Examples of this are the Cunard Cruises operated by Raymond-Whitcomb during the winter of 1935, and the cruises on the Gydnia American Line operated by the American Express Company that same year.

Then there are the social groups, mostly local, that help to keep travel men together. The best known of these are the "Bons Vivants", a local organization existing in practically all large cities in this country, who have frequent "get-togethers" such as golf tournaments, bowling parties and dances. Fortunately, through common problems, even though they may not affect all alike, through business organizations and social groups, the relations among agents in the travel business are improving year by year. Let us all work towards this end.

RELATION BETWEEN THE AGENT AND THE HOTEL

In preparing this thesis, a series of questionnaires was sent to three different businesses which were related to the travel business, in hopes that the information secured therefrom would be helpful. I have found the replies to the hotel questionnaire most interesting, and perhaps the most helpful of all those received. The hotels were most

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cooperative, and a larger percentage answered the questionnaire than in the case of those sent to the travel bureaus or to the railroads, the other two businesses to which the questionnaires were sent. In fact, all the answers were so interesting that I am going to repeat most of them here, as I believe they will be of considerable aid in improving relations between the travel bureau and the hotel, inasmuch as they present the hotel's point of view which is not normally realized by most travel agents.

1. Do you believe in paying a commission to travel agents?

In reply to this, eighty-four per cent of those answering said yes. Fifty per cent of them qualified their answer to the effect that they wished to make sure that it was a legitimate travel bureau with whom they were doing business. Only sixteen per cent replied no. This is interesting, particularly the large per cent who qualified their answers, for it indicates exactly as in the section in which I discussed the question of competition, that there is a great number of so-called travel bureaus which really are not travel bureaus, but merely exist for the purpose of getting an unearned commission from the hotels. It is this type of person who injures the travel bureau and the business as he perpetuates many unfair practices and, I believe, is responsible for a great number of misunderstandings or

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ness as he perpetuates many hotel practices and, I believe,
is responsible for a great number of misunderstandings or

differences arising between hotels and travel bureaus and is in many cases mistaken for a regular travel bureau.

Both the tourist agent and the hotel will benefit by the elimination of this type of individual.

2. What do you consider the greatest objection to paying the travel agent a commission?

In reply to this question the most common answer was that some agencies were contacting the hotel's year-in and year-round guests and also prospects who had already been contacted by the hotel. The agent was then paid the commission and the hotel did not feel that he was entitled to it. Here is a question over which a fair dispute might arise. Perhaps some boards like the American Hotel Association or the A.S.P.A. might get together and appoint an arbitrations committee to settle such disputes in fairness to both hotel and agent. Only one hotel answering gave as its objection to the paying of a commission to the travel agent that the services and accommodations which were offered did not deserve it.

3. What is the greatest difficulty the hotels have in dealing with the travel agent?

Replying to this question, several hotels gave as their greatest difficulty the practice of travel agents of selling minimum rate rooms, especially during heavy or holiday

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seasons. I personally believe that the reason why so many agents use the minimum rate is that they are afraid that if they do not, the prospective client will consider the rate high and feel that he could do much better by going himself. This is particularly true where many hotels feature their minimum rates in their advertisements. It is one question for the hotel when the guest is standing before the clerk, to sell him a higher priced room, either because the minimum rooms are gone or by selling the additional quality of a better priced room on the spot; and another question for the agents to try to do this so many miles away.

So often the prospective guest, upon arriving at a hotel, has found that the minimum rate was merely an advertised rate that he makes this his reason for dealing with the travel bureau, feeling that only through the travel bureau can he get the minimum rate. When such a guest appears in the travel bureau office, he usually gives the rate he wishes to pay when requesting that reservations be made. I am sure, however, that most travel agents would prefer to sell the average rate or medium rate room rather than the minimum, feeling assured that their guests would be better satisfied, if it were not because of a direct request for a minimum rate room, or fear of losing the business to a

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competitor, or having the guest wait until he arrives at the hotel rather than pay what he considers too high a rate.

One hotel manager complained that he did not feel that the travel bureaus realized how much additional revenue they could obtain by selling only hotel reservations, and that his greatest difficulty was in selling this idea to the travel bureau.

Another complaint was that too often agents over-estimated the number of guests they would bring, and would ask for a party rate of thirty-five or forty, yet only have four or five when they showed up but still claim the party rate. Obviously this is unfair to the hotel, and under no circumstances should it be granted. In fact, a good travel bureau should have an arrangement with the hotel to notify them two or three weeks before hand how many there were in the party and how things were materializing. It shows poor business on the part of both the hotel and the travel agent if this matter is not ascertained by one or both parties a reasonable period before the actual tour is due to arrive. This is purely lack of proper business system, and unfortunately on the part of some travel men, the practice of over-estimating the number in a party is too prevalent.

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poorly on the part of some travel men. The practice of
over-estimating the number in a party is too prevalent.

4. Do you believe in "party rates" as a stimulus to travel promotion among agents?

In answering this question the hotels were about evenly divided and gave only one vote more to party rates than they did against them, as a means of stimulating business.

5. Do you consider that hotels should promote their own all-expense tours and pay agents a commission?

All the hotels but two answered in the negative and these two qualified their affirmative answers by saying they believed that certain resort hotels were obliged to do so, in order to attract business to them.

6. Do you consider that travel agents can be of assistance in promoting convention business?

Here again the hotels were about evenly divided. There was, however, a minority of two who thought that the agent could not promote convention business. It was interesting to note that there were several that had found the agent useful in promoting convention business, and this fact was so contrasting to those who said "no" that it was interesting because I do not believe that the managers who said "yes" would have done so unless some travel agent had given them definite assistance in promoting convention business; and if this is so, it seems that what could be done for some could be done for others. And possibly those who

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for some could be done for others. And possibly those who

answered "no" were overlooking some assistance in this direction which might materially add to the amount of business they might do.

7. Do you quote a lower price to parties directly than to the agent?

All but one said that they did not, indicating a very fair attitude to the agent.

8. Do you solicit party business from railroads?

Here again the hotels were evenly divided. Fifty per cent said yes, and fifty per cent said no. Evidently some hotels find it advantageous. This may interest those who do not. The second part of this question asked if the railroads were quoted a lower rate than the agents would be for parties, and only one hotel said yes.

9. Do you ever sell your mailing list to non-competitive firms?

Here all the hotels were unanimous in answering no.

In conclusion, I believe that the answers to these questions indicate that there is a very close and cordial relationship between the travel bureaus and the hotels; that the majority of the hotels find the travel agent a real assistance in securing business for them. In considering the

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complaints or objections placed on the questionnaires, I believe they can all be remedied and that the associations in both the hotel and the travel field should get together and make a definite attempt to do so in order to improve the splendid cooperation already shown between the two bodies. I am sure that such action could have but one result; namely, to increase the amount of business brought to the hotels and no doubt to stimulate some business that is now being only half-heartedly undertaken, and also to develop some business unsuspected by both, which needs only a little encouragement.

SATISFACTORY ACCOUNTING SYSTEM

I shall not attempt to define just what such a system is other than to say that it should be one that at all times will enable the owner to know where he stands.

What I wish to point out here is that such a system for the travel agent should be so arranged that he can tell just what his overhead^{is} and what each tour costs him. In reply to a questionnaire⁽¹⁾, not one of thirty representative agents could state what he considered a proper per cent to allow for overhead. This indicates the necessity of emphasizing this point. If this amount were known there would be less so-called cutting of rates or unintentional cutting of rates. Those who do not know what it costs them

(1) See Appendix D-4

complaints or objections placed on the questionnaires, I believe they can all be removed and that the associations in both the hotel and the travel field should act together and make a definite attempt to do so in order to improve the splendid cooperation already shown between the two bodies. I am sure that such action would have but one result; namely, to increase the amount of business brought to the hotels and no doubt to stimulate some business that is now being only half-heartedly undertaken, and also to develop some business unimagined by both, which needs only a little encouragement.

SATISFACTORY ACCOUNTING SYSTEM

I shall not attempt to define just what such a system is other than to say that it should be one that at all times will enable the owner to know where he stands. That I wish to point out here is that such a system for the travel agent should be so arranged that he can tell just what his overhead and what each tour costs him. In reply to a questionnaire⁽¹⁾, not one of thirty representatives could state what he considered a proper per cent to allow for overhead. This indicates the necessity of establishing this point. If this amount were known, there would be some so-called cutting of rates or unintentional cutting of rates. Those who do not know what it costs them

(1) See Appendix B-4

for overhead may often quote too low a rate without knowing it.

In establishing a good accounting system the agent must, as a requirement of his conference membership, establish a separate trust account for funds paid him on account of steamship passage on foreign lines. As to his own accounts, each customer should naturally have a page or card on which not only the cost of his tours should be placed, together with the offsetting payments, but also the expenditures against his account. With such a system the profit is readily ascertainable at the completion of the record. A sales slip is invaluable in keeping a true record of what is to be provided, as well as being an excellent receipt for the customer.

It is also advisable to keep a record of the amount of business sent each steamship line and carrier for use in comparing yearly results and in demanding cooperation. By the latter I mean allotment of space on the basis of previous sales, or assignment of private cars, etc.

A good accounting system will enable the travel agent to know the ratio of cost to total income, or operating ratio, and thus at the end of the year know what per cent of his total income was spent for overhead. By comparing this with the known ratios of other and similar businesses he may

judge if he is properly conducting his office as to costs, and if not, it warns him to look about for the needed adjustments before it is too late.

In order to amplify the above generalizations I give below a general outline of the accounting procedure for a travel bureau.

GENERAL OUTLINE OF ACCOUNTING PROCEDURE⁽¹⁾

1. Records in use:
 - a. Cash Receipts and Disbursements
 - b. Bank Deposits Slips (2 copies)
 - c. Record of Receipts 'All Others'
 - d. Record of Disbursements 'All Others'
 - e. Customers' Ledger
 - f. Steamship Companies' Ledger
 - g. Record of Sales Slips
 - h. Check Books
 - i. General Journal
 - j. General Ledger
2. a. This record is kept by months in which all receipts and disbursements, regardless of the nature, are recorded. A reconciliation of cash is made at the end of each month.
3. b. The usual form of bank deposit slip is used. This form is used to post the receipts to the Cash Receipts Sheet.
4. c. This is in pad form on which each receipt, other than those received for clients, is recorded.
5. d. The same as 4-c, except that it records disbursements instead of receipts.
6. e. The usual form of ledger card is used for this record. A card record is preferable in order to conserve time in posting.
7. f. The same as for customers, except that all disbursements and receipts are transferred periodically to the accounts affected.

(1) Based on system used by Arnold Tours

8. g. One sales slip is made up for each amount received from a client, so that before a client may sail, there may have been from one to three slips with respect to that particular sailing.

9. h. Two check books are kept. One for the account of clients who sail on liners whose owners are members of the Trans-Atlantic Passenger Conference, and the other for clients sailing on all other steamships.

10. i. and

10. j. The usual form is used. It is suggested that a journal be in bound form and that a ledger may be either in bound or loose-leaf form.

Note: The outstanding feature of accounting for a travel concern is that of maintaining a distinction in the accounts so that the balances represent money held for clients who have not as yet sailed as against those balances of accounts which represent money earned by the firm due to the completion of the sale.

With the above data at hand the progressive agent will find this material of invaluable help in drumming up business in accordance with past records and in budgeting his plans for the year.

A SATISFACTORY FILING SYSTEM

Before considering this question I hoped to be able to examine the filing systems of several travel bureaus, but in most cases I found it impossible to get more than a generalization of their system. This was due to the fact that the contents of these files and the method of filing them is a strictly confidential matter and that is a point in which I have no fault to find, because there are relatively few

people to whom I would care to give information from my own files. However, I will attempt to give a general idea of what a satisfactory filing system should be on the basis of the information which I have obtained, although I cannot disclose the sources of this information. I shall divide this subject into two headings:

1. Files with reference to customers.
2. Files pertaining to information within the business.

For customers most offices keep the files of business completed with them for three or four years where it can be reached readily. The length of time, however, depends upon the individual concern. Files up to four years back are kept alphabetically with a separate file for each customer. For current customers two files are maintained; one listing the customers alphabetically after the tour has been completed, and the other listing the customers in the same manner but maintained as an active file which is used while arrangements for the tour are being made.

For prospects a mailing list is kept. This may be arranged according to three methods.

1. Alphabetically
2. According to the place visited
3. According to the part of country where they live

Obviously the alphabetical file is the one most often used.

The one which lists prospects according to the place which they wish to visit is very handy when a special trip is announced, for then those prospects interested in this type of trip can be found without hunting through the files. Simply take out the cards listing the prospects who desire to visit that place and write them notifying them of the new trip. The third method, that of keeping them according to the place where they live, is helpful if one uses the reduced postal rates available to those who mail in bulk, for if one uses an automatic addressing system, then the bundles can be tied up as they come from the machine without further sorting. This is necessary because, in order to get the reduced rates at which that lot is sent out, one must tie up in bundles all letters numbering fifteen or more addressed to one state or to one city.

Next is the filing system concerning information in regard to the business. A tremendous amount of detail must be collected in connection with this phase of the business. Any concern which has been in the business for more than two or three years, and which operates their own tours, would have at least one or two rooms, perhaps more, that would have nothing but material of this nature filed in them. For domestic business it is customary to file merely informative matter pertaining to the places to be seen and the general attractions of the place, according to the state

in which the place is located. For detailed accounts a special sightseeing cabinet is maintained in which the cities are kept alphabetically; the cost of tours in each city together with the name of the company that will carry out the tour and the method of payment is explained. For foreign countries, the information is kept according to the name of the country, while the tariffs are kept according to the name of the city.

As to the hotels, the best method is either to maintain a book listing all hotels according to the city in which they are located together with their rates and general information about the hotels, such as the distance from station and the cost of transportation between the hotel and station,^{or} if preferred, they may be placed in an ordinary cabinet and kept in separate manila files. The difference between the two methods is that while the book system is the handiest, it necessitates the transferring of the data on the original letter from the hotel to the books, whereas in the other system the original letter may be filed in the manila folders as they come in. Of the two, however, the book system is much to be preferred, as it facilitates the obtaining of the information when one needs it in a hurry. The foreign sightseeing file is maintained in much the same manner as that of the hotels, either in a folder of its own according to city, or in book form.

Under material pertaining to information on the business, we can also consider steamship companies. The ordinary travel office must maintain from six to a dozen plans for each class and for each ship on which he sells accommodations. These plans show the location of each state-room on the steamer and the contents of the room, as well as a general layout of the ship's space and the amount of deck space devoted to that class. In addition there are the rate sheets for each port to which the line sails. Next comes the sailing list of each line. In addition to these three pieces of important matter there is the general information about the port, the ship, and the countries visited which the lines themselves issue. All this should be kept in a file according to the line issuing it so that it may be easily obtained when explaining a ship to a customer.

In addition to the above, I should like to recommend that the salesman keep on his desk a small file which may be purchased from any office supply house, which will hold approximately fifteen manila files in alphabetical order and which may be used for the purpose of keeping the most active customers' correspondence until he completes working on them.

Another and similar file may be kept on his desk, which would be numbered from one to thirty-one, and as a

letter is written, the copy should be placed in this "date" file according to the day of the week and the day of the month that an answer could reasonably be expected. On the morning of the day in question the salesman, going through his file, will note whether an answer has been received or not, and thus be automatically reminded that he should write again and follow up the inquiry.

SEASONALITY AND THE BUSINESS CYCLE low-priced excursions

The travel business in itself is naturally quite seasonal. Earlier in my thesis I mentioned that I sent a number of questionnaires⁽¹⁾ to travel bureaus all over the United States. Among the queries made was one asking what months or time of the year they considered the slackest or, in other words, when was their dull season. In tabulating the answers I found it difficult to work out percentages as in answering many mentioned two or three months. However, eighty-five per cent gave September as their poorest month. October and November followed in their respective order. A much smaller number complained of a slackening in business during the spring months of March, April and May, although it was evident that the spring was not as poor a time for business as the fall months given above. Some difference may be noticed among the times reported as dull by the travel bureaus according to their location. For example: business was reported as being poorer in the early fall and spring in the Central States and on the West Coast than it was in the Eastern States. This, I believe, is due to the fact that the Eastern States are not only more densely populated, but also they have a greater variety of popular places located nearer to them than the Western or Central States. By that I mean that the

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travel agent in the East can offer low-priced excursions to such nearby places as Bermuda, Havana or Jamaica while the travel men in the Central States must not only add more days to the trip he has to offer but the additional rail fare. On the West Coast Hawaii is the nearest resort he can sell for those desiring an ocean voyage and those delightful islands are two to three days farther away than Bermuda, the nearest foreign resort to the agents in the Northeast. This makes a double handicap of price and time which it is difficult to overcome. Of course, the West has the advantage of more of our own natural monuments but it is so handy for the population there to drive to them or use the railroad excursions, on which there is no commission, that this is probably more of a handicap than an advantage.

In considering this problem of seasonality it will be helpful to break up the year into four different periods. This is possible as the kind of travel or destination of most travelers follows a well-defined regularity. After I have shown this I will attempt to suggest how the dull seasons may be used to prepare for these busy periods and thus help to level out the hills and valleys in the chart of travel volume.

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TRAVEL ACTIVITY CALENDAR

	September)	These are the admittedly
	October)	dullest months of the year
	November)	for most all travel men.
During these months the summer tour bookings accumulate late.	(December)	Holiday Trips and Cruises.
	(January)	Regular Winter Cruises and
	(February)	Winter Sport Excursions.
	(March)	The last of the Winter Cruises.
	(April)	College and Spring School
	(May)	Easter Vacations. Then quiet for May.
	June)	Summer Vacations. European,
	July)	South American, Orient, Cruises
	August)	and Tours Everywhere Domestic and Foreign.

Now I will suggest a calendar for the travel man in order to prepare for the above and smooth out the year's work.

CALENDAR OR SCHEDULE OF WORK FOR TRAVEL AGENT

November)	Prepare winter cruise or tour schedule and an advance summer tour folder to be used as a test or "feeler" of travel trend.
December)	Print both Winter Cruise and Tour Schedule and Advance Summer Folder and distribute them.
January)	Work on results of above and prepare for next distribution.
February)	Print and distribute Spring and Summer Vacation Folders.
March)	Work on results and prospects obtained by the above.
April)	

May)	Prepare, print and distribute the final offering of summer suggestions including the short trips and new cruises. Complete arrangements for summer tours already booked.
June)	Work on consummation of booking
July)	prospects obtained through advertising and printed matter
August)	that has been distributed.
September)	Office vacations may now be taken.
October)	Staff not on vacation will be put to work revising files and tariffs, also correcting and bringing up to date the mailing list. This is the time to do house cleaning, moving, alterations and getting ready for the work to follow. Heads of departments should use their vacations to visit foreign representatives, and look over travel fields not recently visited to check on conditions. Sales staff should visit places they need to know more about and collect helpful information.

The above schedule will vary only slightly according to the size and location of the agent. I believe that the travel man that tries to follow it or some similar schedule will find his work more evenly distributed and himself in a better position to serve his customers and carry on his work without too much confusion. When the depression becomes as

While on this subject of seasonality I will also attempt to consider the question of the effect of the business cycle on travel. Naturally, like all business, travel one of retrenchment and decreasing of overhead. During

is also influenced by general business conditions. During depressions travel companies and those who serve the traveling public are continually confronted by the problem of substitution. By that I mean that bus travel takes the place of rail travel, tourist camps are used instead of hotels, those who love cruising go in freighters instead of the regular passenger liners. So it goes.

Prices must be lowered to meet this form of competition, and all grades of service suffer in some respect, usually quality. This is due to the fact that unless one is dealing with a most reliable firm, quality is cut before the margin of profit, or if not quality then the length of the trip is reduced to thus lower the cost. Finally the profit is reduced and then the staff of the travel office. It is, of course, to some extent true that often real bargains are offered during this time and any that can afford to travel should do so.

During depressions there is less travel, especially among the well-to-do, as the effect of the depression begins to make itself felt. When the depression becomes as bad as that around the years 1931 and 1932 there is but one safe policy for the travel man and its effectiveness depends entirely on how soon he can accomplish it. That policy is one of retrenchment and decreasing of overhead. During

(1) Fred E. Burton, The Burroughs Clearing House, June, 1935, p. 6

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such a period a newcomer is actually at an advantage as he does not have any expensive organization to cut down and he can operate at a minimum as far as overhead is concerned. To look backward is naturally much easier than to look forward but if another boom or inflationary period comes, as we are assured will happen, I can now only suggest that as soon as the "break" comes, retrench; then gradually build.

COMPETITION

Banks as Travel Bureaus:--In starting a discussion on this subject I must admit that my viewpoint is very antagonistic. It should be, for no agent dealing exclusively in travel would for one minute vote in favor of granting a bank an agency any more than he would a department store or a railroad ticket agent. The reason is that it is unfair competition. The bank travel bureau does not have the overhead that the travel man has. Their advertising is incorporated as part of the bank's at no great expense to them even if apportioned to their department.

In fact, in the words of a bankers' magazine, "All you need, in fact, to start a travel department is a man or woman with the knack of selling travel, and room for a desk, and \$20 or more depending on the population of your town." (1) To one engaged entirely in travel such a statement

(1) Fred B. Burton, The Burroughs Clearing House, June, 1935, p. 6

is odious especially if he attained his agency only by fighting tooth and nail every step of the way, as most travel agents have had to do. The same article states further that while the big expense is advertising, "it is not charged direct to the travel department,"⁽¹⁾ for, inasmuch as the bank must do a general line of advertising to keep its money before the public, it is a very simple matter to include a few lines devoted to the advantage of using the bank's travel service, and the expense to the travel department is but a small proportion of the total cost.

In one of my questionnaires to travel bureaus the question regarding overhead, alluded to before, was censured by one bureau as follows: "We don't know as we are a department of a bank." Obviously such competition must be eliminated. I have no quarrel with those who operate such a department. They deserve any job they can hold but if they are capable of this one, they should prove it by stepping out of the bank's protecting arms and working "on their own" independently.

Competition of Railroad Ticket Agents:--We have been considering the competition by banks who maintain

(1) Fred B. Burton, The Burroughs Clearing House, June, 1935, p. 6

travel bureaus. Now let us consider a different form of competition, yet, nevertheless, one that has aroused fully as much opposition from the travel agent. This is the competition of the railroad ticket agent. In other words, in many communities, particularly those of small cities, or Western towns, the railway ticket agent has taken on as a sideline the selling of steamship tickets and tours to patrons of the railroad, being in a position to come in contact with those who most frequently travel. This has resulted in the regular travel agent losing considerable of his business to him.

The principal objection raised by the travel agent is that the railroad ticket agent is selling other types of travel on time which is paid for by the railroad and should, therefore, be given over to the conducting of the railroad's business rather than some other method of travel. Such a man has absolutely no overhead as far as selling travel is concerned and is, therefore, given a great advantage over the individual travel man who must maintain a separate office and advertise.

It is also poor business from the point of view of the railroad employing such an agent as often times money that might be spent for land travel is influenced by one of their salaried employees into competitive channels such as

the steamship or bus or air line. Where this situation has been pointed out to the railroads, they have been as anxious as the travel bureaus to eliminate it. We hope that eventually it will be done away with entirely.

Competition with Steamship Companies:--Perhaps some may be surprised that I mention competition between the steamship lines and travel agents when one would naturally suspect that there would be none, as I am sure that any steamship man reading this would mentally say to himself, "This is only a travel man talking, and the only way to satisfy some of them is for the steamship companies themselves not to do any business, and to let the travel agent handle it all." In perfect fairness to the steamship companies it must be stated that they are certainly going to great extent both in the preparation of literature directing the customer to the travel agent and in their advertisements. However, it seems to be the natural reaction of the prospective traveler to think of going only to what he considers the best-informed and the head one in connection with making his reservation. The advertisements of the steamship company are naturally much larger than those of the tourist agencies. Such advertisements make a great impression on the prospective traveler and this, together with

the natural inclination mentioned, places the burden of convincing the public that they should deal with the agent upon the steamship line. This, of course, is based upon the supposition that the steamship companies mean it when they say that they would just as soon have the bookings made through the agent.

Some lines, of course, make no effort to obtain the passenger business. For example, in Boston, the Savannah Line have never removed their passenger department from the pier which is located some distance from the city of Boston in Charlestown, but have preferred to let the majority of their passenger business be booked by the travel agents in the city, handling only those people who choose to make special efforts to reach them.

On the other hand, there are innumerable examples of where the steamship lines have opened elaborate offices and have made grand displays for the purpose of attracting the traveling public directly to their offices. Of course, many will say in their own defense that they are forced to do this in order to obtain bookings on their line in competition with the other steamship lines. Perhaps it will assist in making clear what the travel man thinks of this by quoting from a few answers from one of the questions in my questionnaire asking what

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they considered their greatest difficulty in getting prospects to deal with them instead of with the carriers.

From Illinois we have the answer, "The special reduction offered by the carriers to parties." From Kentucky, "The carriers have large contracts due to their services spread over a long period--when many people think they think of the carriers". From California, evidently an agent located in one of the suburbs, "Prospects go directly to the big metropolitan offices." From Iowa, "The local is never a profit in the community. People think that outsiders know more." From Wisconsin, "Carriers spend almost unlimited amounts for advertising--it is hard to obtain a hearing." From New York, "Difficulty of convincing them (the prospects) or the additional effort and cost."

From these you will see that most travel agents believe that their greatest problem is one of getting across to the traveling public confidence in the travel agent, and overcoming the natural inclination to deal with the head one.

I am not going to go into a detailed discussion of why the travel agent is quite as fully qualified as, perhaps even more so than, the individual steamship line as I have already discussed this matter. I think the above will be sufficient to point out that there is a natural competition, partly through no fault of the steamship companies

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At this time it would be well for me to repeat the statement that I have often heard from European agents and from some of our own large wholesalers, such as Simmonds Tours. In Europe it is the steamship line entirely that sponsors travel to America and the great difficulty in getting Europeans to visit America is that there are no travel agents that are willing to go to the expense of competing with the steamship lines who go out directly for this type of business. Inasmuch as we cannot get as much enthusiasm among Europeans for visiting this country, due to the inability of the steamship lines to develop this kind of business, as has been done by the agents in the United States toward European travel, it would appear that the travel agents themselves are the better promoters of tourist travel.

Department Store Competition:--Next we have to consider competition by department stores. This type of competition is recognized by the steamship companies themselves as being detrimental to the travel agent as well as to their business; inasmuch as all agency contracts specify that the travel bureau shall not be located in a department store. Nevertheless there are a number of such bureaus.

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Practically all of them "farm out" their business to regular travel agencies, and do not conduct a regular travel bureau in the full sense of the term.

Some of these bureaus were established before this regulation was put into effect by the steamship companies. Among these are those connected with the American Express Company. They do not maintain themselves exactly as American Express offices, but advertise "American Express Service". In other words, the clients are turned over to the American Express Company. Other bureaus of this nature solicit their trade among the employees of the concern and then turn it over to some of the other companies, who probably pay them a commission on the business so secured.

A similar type of competitive bureau is maintained by many of the big utility companies, such as The American Telephone and Telegraph Company in Boston. These bureaus are known under different service terms, and presumably are for the advantages of facilitating the buying problems of the concern. With the exception of travel, they often obtain discounts for the employees for what they wish to buy. They cannot do this as far as the travel field is concerned due to the fixed price policy.

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result of a bright idea in the mind of some employees who saw a chance to make some additional money for themselves by its operation.

Other Undesirable Elements:--Other competitive elements are those such as I mentioned before in discussing airplane travel--the hotel porter, the telegram and cable companies, and many unauthorized agents who carry their office close "in their hats". Fortunately, the travel bureaus are becoming more and more organized and gradually the work of this type of competition is being eliminated, and the public educated to deal only with responsible and authorized agents, regardless of size or location as long as they maintain a regular office staff and advertise.

There are four sources of profit:

1. Promoter's Profits
2. Commission
3. Consultation Fees
4. Promotional Profit

Of these, promoter's profits, is the one through which the greatest profit is obtained and actually the one to which the travel agent owes his ability to remain in business, especially in a city where there is a great deal of competition. The department devoted to planning and promotion of travel should be the largest department in the travel agency and the profit which the agent derives from it depends entirely on his business ability. Promotional profit is the saving made between what it costs the ordinary individual traveler to make a trip, buying the tickets as he goes along, and the amount the travel agent would pay for the same ticket; or

CHAPTER V

THE PROFITS OF THE TRAVEL AGENT

WHERE DO THEY COME FROM?

To the public this is the mystery of the travel agency. Many people cannot understand where these profits are obtained. After all, it is simply a matter of business and when thoroughly understood is no more mysterious than the source of profits of any other firm.

There are four sources of profit.

1. Promoter's Profits
2. Commissions
3. Consultation Fees
4. Affiliated Lines

Promoter's Profits:--The first of these, promoter's profits, is the one through which the greatest profit is obtained and actually the one to which the travel agent owes his ability to remain in business, especially in a city where there is a great deal of competition. The department devoted to planning and promotion of travel should be the largest department in the travel agency and the profit which the agent derives from it depends entirely on his business ability. Promotional profit is the saving made between what it costs the ordinary individual traveler to make a trip, buying the tickets as he goes along, and the amount the travel agent would pay for the same ticket; or

in a case of groups, the difference between what it would cost the individual to travel and the reduced rates which it costs for parties to travel over the same route.

A simple illustration of the case of the individual will suffice to illustrate what I mean. Let us imagine that Mr. John Smith decides to visit England. He purchases a round-trip ticket to England, landing at Liverpool and returning from Southampton. Upon arrival at Liverpool he pays the porter to take his bags from the custom shed to a waiting taxi, which he engages to take him to some good hotel, probably one recommended by the taxi driver. Wishing to see some of the city he consults the hotel clerk as to the best way to do so. The hotel clerk recommends a driver, probably one with whom he has a commission arrangement, and Mr. Smith buys a tour of the city.

Later Mr. Smith decides he would like to visit the English Lake District and then continue on to Scotland; therefore, he buys a ticket to the English Lakes at the local railway station. At the Lakes the same procedure is followed as he used upon arriving at Liverpool; namely, picking out some hotel upon arrival, finding some one to take him on a sightseeing trip, and then upon departure being transferred by another taxi to the railway station, and buying another local ticket on the train to Glasgow. And so

it goes from Glasgow to Edinburgh, to Newcastle, to Cambridge, to London and then to Southampton from where he sails.

Now let us consider the same case when handled by the travel agent. In the first place the travel agent has an arrangement with some recognized firm in each city in England whereby that firm agrees to meet any of his clients with a porter or interpreter, and assist him to a taxi at a regulation charge for each piece of hand baggage, as well as regulation charges for porter services, or interpreter. A set figure has been quoted for the cost of the taxi fare to the hotel. Each hotel has quoted its rates to the travel agent, from which the agent knows exactly what it costs to stay at that hotel and how, if he stays three days instead of one or two, a special reduced rate is offered; also, if he takes all meals and his room the proportionate rate is lower than if he takes his room and breakfast only and then buys his lunch and dinner extra. And finally, he knows that if he purchases all the rail tickets in advance, he will get from twenty-five to forty per cent discount, because they are purchased on a special circular basis.

It is hardly necessary for me to say that the difference between what the individual would pay, no matter how much he bargains, and what the travel agent would pay is

ample to make a very nice profit for the travel agent and still enable him to quote the traveler a lower rate than it would cost him to make the trip himself. In addition to this, no time will be lost in wondering what hotel to go to, the most important parts of each city will be visited and not just certain high spots. Time will, therefore, be saved and where there are several routes the most attractive will be taken.

If Mr. Smith is visiting other European countries on the continent, France for instance, should he consult a tourist agency, he would find that a "sixty percent reduction on regular fares from any point of entry in France to Paris by the most direct route and without stop-overs to be followed by a forty per cent reduction on fares from France to points of exit will be granted--upon a six-day stay in Paris." (1) Mr. Smith could not, however, go into Paris and purchase these tickets at such a reduction in France, because if he would consult the travel agent he would find that such tickets may be purchased only outside of France. Thus the individual will pay more than the travel agent, and the travel agent makes use of this knowledge to make his profit.

(1) French Travel News issued monthly by the railways of France. Issue #21, March 3, 1935.

Now for a moment consider party tickets. By referring to a notice regarding party rates⁽¹⁾ I find that for a party the travel agent is able to obtain a reduction of thirty per cent for a group of fifteen or more passengers; a reduction of fifty per cent for ten or more people under twenty-one years of age; or a reduction of thirty per cent for parties of fifteen who may be traveling on an International Union party ticket, visiting countries like France, Italy, Switzerland, Belgium, etc.

To further illustrate the point let me quote from a paragraph from the Associated British Railways.⁽²⁾ The minimum charge for a party of ten will be £ 2. 11. 6 in contrast to £ 3. 8. 8 for individuals. In other words, this is, to change to American dollars, about \$1.87 per person less. Then they go on to quote for a party of fifteen or more £ 2. 7. 9 per person, or a reduction of \$5.14 each in American money over the fare for an individual. The reader can easily see how on a party of fifteen the travel agent could save over \$75.00. When you consider that this is only a crossing from London to Holland, it may easily be realized what an agent might save on a party of fifteen traveling in

(1) File #14--1934/1500 issued by the French Railways, October 15, 1934

(2) Travel Bulletin issued by the Associated British Railways, January, 1936. Parties sailed from London to Continental Ports.

Europe for thirty days. Unfortunately American railways do not make this concession; that is one of the reasons why we have so much more travel to Europe than to the United States. Obviously the agent pushes travel where it is to his advantage and will make up tours featuring foreign countries to the detriment of his own solely because of the matter of profit.

Commissions:--This section deals with the commission which the travel agent receives. The best way to answer this is to list the commissions which travel agents receive from steamship lines and their affiliated services.⁽¹⁾ By affiliated services I mean airways which the steamship lines represent as general agents, or other services.

COMMISSIONS PAYABLE TO AGENTS

Atlantic Services

First Class) British or Continental ports	(6% of gross ocean fare on one way eastbound or westbound bookings. 6% on net fare where round trip discount has been allowed.
Cabin Class*) British, Continental, Scandinavian or Finnish points	(6% of gross ocean fare (including through booking points one way eastbound or westbound bookings. 6% on net fare where round trip discount has been allowed.

(1) A Commission Bulletin issued by the Cunard White Star Line March 28, 1935. There is very little difference in these commissions today and, therefore, it is a fair indication of what the agent receives.

Europe for thirty days. Unfortunately American railroads do not make this concession; that is one of the reasons why we have so much more travel to Europe than to the United States. Obviously the agent makes travel where it is to his advantage and will make up some traveling foreign expenses to the detriment of his own solely because of the matter of profit.

Generalization—This section deals with the commission which the travel agent receives. The best way to answer this is to list the commissions which travel agents receive from steamship lines and their affiliated services. By affiliated services I mean always which the steamship lines represent as general agents, or other services.

COMMISSIONS PAYABLE TO AGENTS

Atlantic Services

First Class	British or Continental ports	65 of gross ocean fare (on one way sailing or westbound bookings, 65 on net fare where round trip discount has been allowed.
Second Class	British, Continental, Scandinavian or French ports	45 of gross ocean fare (including through bookings, 45 on net fare where round trip discount has been allowed.

(1) A Commission Bulletin issued by the Council of the American Travel Association, March 28, 1935. There is very little difference in these commissions today and, therefore, it is a fair indication of what the agent receives.

Tourist) British, Continental,	(\$6. per adult	1939
Class *) Scandinavian, Finnish, <u>One Way</u>	(\$3. per half fare	\$ 7. Tourist
and) Trieste,	(25 cents per infant	
Third) Russian, Icelandic		
Class *) and Baltic ports.	(\$12. per adult	\$ 14
	<u>Round Trip</u>	(\$6. per half fare	Tourist
		(50 cents per infant	

*Except in connection with through bookings where 10% reduction on through fares is allowed. This commission is 5%.

Italian Bookings, (via France) other than to Trieste
Greek, Oriental and Maltese*Bookings

Tourist	Same as for Atlantic Services as shown above.		
Class			
	<u>One Way</u>	<u>Round Trip</u>	
Third	\$6. per adult	\$12. per adult	
Class	\$3. per half fare	\$6. per half fare	
	\$1.50 per quarter fare	\$3. per quarter fare	

*No rate to Malta in Tourist Class.

New York to Halifax (or vice versa)

First Class.....	6%	of gross fare
Cabin Class.....	6%	of gross fare
Tourist Class.....	6%	of gross fare
Third Class.....	6%	of gross fare

Cruise Services

Commission is payable on total cruise fare,
including shore excursions, as follows:

Around the World.....	(5%	
North Cape.....	(6%	
West Indies.....	(10% full cruise	
	(7½% part cruise (from or to New York)	
	(5% port to port bookings	
	((between intermediate points)	
	(5% shore excursions (payment must	
	(be made to agent before	
	(sailing)	

Bookings to Practically Any Port in the World

On bookings to any country beyond the port of debarkation in Europe, 5% commission is payable on the steamship portion of the trip, in almost every instance. As General Agents for eleven steamship lines including the Nippon Yusen Kaisha and the Peninsular & Oriental and

100. per adult	100. per adult	100. per adult
50. per child	50. per child	50. per child
25. per infant	25. per infant	25. per infant
100. per adult	100. per adult	100. per adult
50. per child	50. per child	50. per child
25. per infant	25. per infant	25. per infant

through in connection with through bookings where 100 cents
also on through fares is allowed. This commission is 2%.

Italian Bookings, (via France) other than to Trieste
Stock, Oriental and Malayan Bookings

100. per adult	100. per adult	100. per adult
50. per child	50. per child	50. per child
25. per infant	25. per infant	25. per infant
100. per adult	100. per adult	100. per adult
50. per child	50. per child	50. per child
25. per infant	25. per infant	25. per infant

the rate to make in Tourist Class.

New York to Halifax (or vice versa)

First Class.....	100. of gross fare
Cabin Class.....	50. of gross fare
Tourist Class.....	25. of gross fare
Third Class.....	12.50 of gross fare

Cruise Services

Commission is payable on total cruise fare,
including above excursions, as follows:

100. per adult	100. per adult	100. per adult
50. per child	50. per child	50. per child
25. per infant	25. per infant	25. per infant
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Bookings to practically any port in the world

On bookings to any country beyond the port of departure
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ship portion of the trip, in almost every instance. As
General Agents for eleven steamship lines including the
Nippon Yusen Kaisha and the P&O, and the Peninsular & Oriental

as regular agents for practically all lines operating throughout the world, we can grant commission on bookings to practically any port in the world.

Imperial Airways Services

European Services.....	10%
Empire Services.....	5%
Other European Air Services....	10%

Baggage Insurance

A commission of 30% on the premium will be allowed to licensed sub-agents.

Tourist Automobiles

When automobiles are accepted for uncrated shipment and forwarded as passenger baggage, 6% commission is payable.

In addition to commissions on steamship transportation, agents receive commissions on airlines. With the exception of the Panama American Airways, which now pay seven and one-half per cent to agents, all the other airlines pay five per cent. Motor coach lines pay a commission of ten per cent. Most inland waterway services, such as the Great Lakes Transport Companies, and others pay either five per cent commission on transportation or, in the case of all-expense tours, ten per cent. On all-expense tours, regardless of the type of carrier, the commission is usually ten per cent. There are a few motor companies which increase the commission on all-expense tours according to the

number of passages sold, from ten per cent to twelve and even fifteen per cent. In addition, of course, there are other concessions, as where an agent obtaining fifteen or more people on a cruise will get a free ticket. In some cases the number required is twenty-five.

On the whole the railroads, as I have said before, do not pay a commission, but there is a conference known as The Tourist Travel Clearing Agency--Western Lines, which I have mentioned before. This conference will pay a commission varying from \$3.00 to \$7.00, depending upon the price of the ticket, to certain recognized agents who have proved themselves able to produce sufficient business; for example, twenty-five round-trip West Coast tickets in one year.⁽¹⁾

Then there is also the commission which is paid by hotels. The majority of hotels pay commissions to travel agents on business which is introduced to them by the agent and for which previous reservation has been made. This is ten per cent of the hotel rate.

Consultation Fees:--In addition to the above two methods from which profits are derived, we also have the consultation fees. This method is used very seldom and then

(1) Taken from commissions payable in a bulletin issued by The Tourist Travel Clearing Agency--Western Lines, 1936.

rather at the customer's suggestion than at the agent's. It arises where an agent does a great deal of work for the client and then, through some unavoidable circumstances, plans are changed. In this case, according to the work done, a small fee for the time devoted to the work is agreed upon between the client and the agent.

In the few rare cases where merely rail tickets alone are desired, and information as to the best route, the client will also demand that an itinerary or a time schedule be mapped out for him. In this case we usually make a small charge to cover the cost of the work done, as there is no commission on the tickets purchased.

Occasionally we have a client who appreciates the value of the work an agent does in planning a trip, and such a client will come to us with the request that we map out a tour for him with the names of the best hotels and best places to see, and prepare a sort of schedule. He will tell us that he plans to make his trip as he goes along, and pay for all accommodations himself, but for the work which the agent does for him he is willing to pay a reasonable fee. That again may truly be termed a consultation fee.

Affiliated Businesses:--The last source which I mentioned was affiliated lines or businesses. This I have covered in a separate section of the thesis, but it refers

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Attached Businessman--The last source which I
mentioned was affiliated lines or businessmen. This I have
covered in a separate section of the booklet, but it refers

particularly to insurance, money orders, luggage, and travelers' checks, all of which provide a small revenue for the travel agent.

Summarizing this chapter, the reader can now understand why the all-expense tour or cruise contributes the greatest revenue to the travel agent and is most actively sponsored by the agent. These together with the individual commission, consultation fees, and affiliated businesses go to make up the profits of the travel agent. The actual profit gained on commission is decidedly small. One can understand that in order to maintain a profitable business the majority of one's business must be promotional and all-expense tours.

THE WHOLESALER

CHAPTER VI

The whole FIELD OF OPERATION now has in the travel field. He is in many cases the survivor of the large-
THE INDEPENDENT RETAILER

The independent retailer, as we know him, is really the travel agency man, and as the traveling public sees him in the ordinary travel office. With few exceptions, such as the wholesaler, possibly all travel agents are independent retailers. They sell the steamship tickets and cruises of the different lines which they represent, the all-expense tours of the railroads and those of the hotels that offer them, the airline tickets, and in general offer all services in connection with travel. For the most part they purchase their tours through wholesalers, on whom they have learned to depend.

As this whole thesis concerns this type of individual, I merely give this definition here as an introduction to this chapter on the field of operation to distinguish him from the wholesaler, whom I treat in detail in the next part of this chapter. As a conclusion to this chapter, I will give a more detailed account of the affiliated businesses which the independent retailer can adopt as revenue producers.

(1) The Travel Agent, December, 1934, p. 2

THE WHOLESALER

The wholesaler is a relatively new man in the travel field. He is in many cases the survivor of the largest individual tourist agents of the days before the depression. Others are organizers of long standing such as James Boring Company, Inc. The better known wholesalers, as taken from "The Travel Agent", are: (1)

American Express Company
James Boring Company, Inc.
Thomas Cook & Son
Simmonds Tours

To these should be added those who deal mainly in cruises, as far as wholesaling goes, such as Raymond-Whitcomb and National Tours; in motor tours, such as Tank Tours; or in tours to a particular place, such as Brice Tours to South America.

The wholesaler is the same thing to the travel agent that the manufacturer is to the merchant. The wholesaler maintains a large and trained travel staff. He prints a travel book containing the best assortment of tours he can compile. These he imprints for the travel agent without charge. He advertises these tours to the public. He maintains a clean record for honesty and prompt payment of bills with those who carry out his services. The cost of carrying out the tours, as well as the worry, is saved, leaving the

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individual tourist agent with that much more money to advertise or pay for direct mail to reach more customers. It is like cruise business, "clear business" that involves no trouble or details except that of selling.

Some agents hesitate to send their clients to a wholesaler fearing that he may entice them and their future business away. This problem has been solved by the wholesaler having inaugurated a system whereby coupons provided the client bear the agent's name and services (he retains his identity) are provided in his name. The wholesaler has earned a place in the business.

During 1935 my office sold

AFFILIATED BUSINESS AS REVENUE PRODUCERS

There are two classes of affiliated businesses. To one of these there is no objection; to the other strong opposing sentiment is developing among agents and their association. The first of these include lines which naturally go with travel, such as baggage insurance, travelers' checks, etc. The other is the type of business which is entirely separate and should be a business of itself. Examples of this are: Real Estate and Life Insurance, Banking (apart from foreign exchange), Church Ornaments or Religious Supply Houses.

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come baggage and accident insurance. It is safe to say that ninety per cent of this type of insurance would never be sold were it not for the salesmanship of the travel bureau at the opportune time. It is, therefore, created business. Besides, it is a distinct service to the client. By examining my records I find that out of seventy-six policies issued in six months there were four claims. Certainly a customer who has had her luggage damaged feels more satisfied with my service when she receives a check in complete settlement.

Since this chapter deals with revenue it is interesting to give a few figures. During 1935 my office sold \$100.00 worth of luggage and accident insurance. The profit from these sales amounted to \$35.00. I am sure this could be increased but in any event it is well worth considering.

Another source of revenue is travelers' checks and foreign exchange. To be sure, the commission earned on travelers' checks is only one-half of one per cent but it amounts up in the course of a year. The best known travelers' checks are those of the American Express and Thomas Cook. During 1935 my office sold \$2,520.50 worth of travelers' checks, netting us a profit of \$14.00-- a small amount to be sure, but indicative of what may be done. More could be sold if we were to try harder.

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Foreign exchange is another field. The opportunity in this country is not as great as in Europe where distances are shorter and borders nearer. However, some travelers like to have foreign currency with them. In addition to supplying travelers with actual currency some of your customers may have relations abroad to whom they may wish to remit foreign currency. To such customers you can sell whatever amount of foreign currency they wish to send to their relatives. This is done through the banks of this country and abroad in the same manner as I explained before that one may protect himself by buying foreign drafts. Only in this case the draft is purchased by the travel agent at a discount, given to the customer who sends it to the relative for presentation at a local bank which has in the meantime received the duplicate from the bank where the draft was purchased in this country. Upon verification of the original, when presented by the relative, with the duplicate the money is paid. Especially was this opportunity present when for a short time, due to our going off the Gold Standard, the post-offices would no longer make out foreign post-office money orders. In foreign countries many travel bureaus make a specialty of changing currencies and, like the corner variety store which one so often patronizes on Sundays, they

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charge more than the banks whose ~~standard~~ rate for exchanging funds is about two/^{per}cent⁽¹⁾. The opportunity for the travel bureau in the United States to make money in this way varies according to the location and nationality of the population in its trading area but it should not be overlooked.

Another source of revenue is the sale of luggage, either by stocking it or by sending customers to a luggage store with whom the agent has already a previous commission arrangement for business done with customers so introduced. A card of introduction presented by the customer is sufficient to identify the prospect.

This source is especially valuable when a large party business has been developed. It does not pay for a client to take too expensive luggage on a trip. Not only that, but many do not have suitable luggage. By putting in a supply of durable large suitcases, the agent may sell these at an interesting profit. For example, one travel bureau⁽²⁾ sold sixty-one cases in one year at a profit of \$3.00 per case. An advantage aside from this is that these uniform cases add much to the ^{of}facility/handling by the carrier from station to hotel, etc. Also, they conform to foreign rail

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regulations regarding the size of case admitted in compartments.

The foregoing are but a few of the extra-revenue-providing sources that may be utilized by the wide awake bureau. To these may be added a few suggestions. Many clubs or groups are glad to obtain a good lecturer for their meetings. Travel is a popular subject and if the travel man has some good films and can talk, here is not only an opportunity to get paid for it, but also a possibility for advertising his business.

Another idea is the rental library of travel books. This will not only be appreciated by regular customers, but may lead to new business being developed. The owner of one travel bureau is quite an author and has sold many books on travel. All of these have at the back a page advertising her business.⁽¹⁾

In conclusion, I recommend that these small things which produce revenue should not be overlooked. Added together the income from them may be considerable--provided, of course, such business is run on a cash basis.

If the company is small, as the majority are, I recommend that new help be broken in on part-time work. This, of course, does not apply to stenographic help, but

(1) Clara Laughton Travel Service

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CHAPTER VII

EMPLOYMENT IN THE TRAVEL BUREAU

There are here two points of view to be considered. One is that of the travel agent himself and the other that of the man or woman desiring to obtain employment in the business. I shall consider the question in respect to the agent and in doing so, I believe the answer to the other viewpoint will be apparent.

In most businesses additional assistance is not taken on until it becomes imperative to hire someone. The travel business is no great exception to this, but the difficulty is that by that time everyone else on the staff is so busy that no one can stop to train a new hand. Therefore, the firm either does without help, with the result that the regular staff is overworked, or else, if help is taken in, it is very inexperienced and, therefore, costly to the management. To eliminate this a growing company should take on new employees at the end of the dull season, which is the middle or first of December.

If the company is small, as the majority are, I recommend that new help be broken in on part-time work. This, of course, does not apply to stenographic help, but rather to the young man who desires to enter the field, yet knows absolutely nothing about it. This is the young man

just graduated from high school or college. A college education is to be preferred. It should be impressed on new help of this type that for the first six months at least the work which they will be asked to do may seem most trivial; it is important, however, that it be done well and correctly.

Then there is the question of semi-skilled labor. By that I mean stenographers or salesmen. With the exception of the dull season, which extends from October to December, this sort of help may be taken on at any time, the best time being from December to February for then there is time to train them. Occasionally, if it is a large firm, there is an opening as assistant to the conductor of a party, but such opportunities are very rare. With the exception of these, and the skilled "operator", there is little opportunity to enter the business. By "operator" I mean one who is able to plan and carry out tours.

Next comes the question of training; of all the employees the stenographer has the best opportunity for learning the work. In a large office the work is departmentalized and a newcomer may be broken in as assistant to an experienced man. Under normal conditions, I believe that it will take one wholly unfamiliar with the business at least a year to acquire the knowledge necessary to sell travel.

Much selling is done by mail, and therefore good letter writing is essential. However, salesmanship, whether by mail or "over the counter", requires an inherent ability that the persons themselves must have. The majority of the training comes not in this, but rather in learning the things one should know about the business. Emphasis must be placed on the importance of details. There should be a reason for each thing done.

It is better to promote from within the organization than to go outside. The best salesman may be trained in planning itineraries. As a means to this end I would, when possible, send the best salesmen on one of the tours. Some may question my not doing this first, but I believe that a good salesman can sell travel without first having visited all the places. I do not believe in sending a new and inexperienced man out as courier or conductor as has been done, but would assign this position to one of the regular staff, partly as a reward for good work done, as well as for the added experience.

As to the proper salary, much depends on business conditions. If business is good, an inexperienced young man would start at from \$15.00 to \$18.00 a week, if he possessed a college education; a new stenographer at the same rate. Increases should depend entirely on business conditions

and the ability of the individual. As to salesmen, I have investigated and find that most firms pay on a salary plus a commission basis. The Trans-Atlantic Conference rules require that at least some salary be given regularly with the commission. A few companies pay salary only.

To cite a few figures as to salesmen's salaries this year (1936) I list below the actual policies as followed by two firms. The first is considered liberal; the other pays about the minimum. If the sales person is a new man he is paid \$75.00 a month plus fifty per cent commission on the profits from each trip he sells. After a year he may get \$100.00 or more plus the same commission. If a woman, she receives to start \$50.00 a month plus fifty per cent commission. After a year she receives \$100.00 plus fifty per cent commission, which is about the same as a man receives. The other firm pays a man to start \$50.00 per month plus twenty-five per cent commission on his profits, and after six months the same salary plus forty per cent commission; after two years, \$100.00 plus fifty per cent commission. After this the salary may be increased or not according to the value of the man to the business. This firm uses the same policy toward women employees as they do toward men.

Operators or managers get a regular salary of from \$40.00 a week and up, depending on the size of the firm and the ability of the person concerned.

Whether the work be in the office or out with a tour, tact is essential at all times. The tour conductor is more often required to make important decisions in an emergency or to be prepared to give first aid when required. His important job, however, is to give his people one hundred per cent attention at all times and show no partiality.

Age makes very little difference, as long as the person has the ability to do the work. Personally, I should rather have older persons about the office than young, but the best proportion would probably be half and half. For those positions within the office that can be handled as well by older help, I would recommend the latter, other conditions being the same.

CHAPTER VIII

THE SOCIAL SIGNIFICANCE OF TRAVEL

To understand people you must know them. Travel makes this possible. Trade follows the flag but the flag follows the traveler. Tourists copy and bring back with them ideas as to dress, customs, and manners of the people they visit. Soon merchants receive requests for similar articles of apparel and this trade is stimulated. This also works in the reverse direction and often when foreign courtiers copy our ideas our exports grow.

I quote from an article by the Hon. Daniel C. Roper, Secretary of the Department of Commerce. "Travel broadens, is educational. Travel makes better citizens, better patriots. Travel makes world citizens. The better acquainted you are with a neighbor, whether next door, or overseas, the easier it will be to understand that neighbor, whether it be an individual or nation; the harder it will be to quarrel." (1)

I have already referred (2) to the rehabilitation of communities that have been dying, due to the influx of the tourist dollar. In the words of S. W. Holland of the American Express Company, "The American with the loose foot

(1) Introduction to the Golden Anniversary Edition of the Hotel Red Book

(2) "Lovely Key", American Magazine

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I quote from an article by the Hon. Daniel C. Hooper, Secretary of the Department of Commerce. "Travel promotes, is educational. Travel makes better citizens, better patriots. Travel makes world citizens. The better acquainted you are with a neighbor, whether next door, or overseas, the easier it will be to understand that neighbor, whether it be an individual or nation; the easier it will be to plan." (1)

I have already referred (2) to the social significance of communication that has been dying. One of the most important of these is the tourist dollar. In the words of a. w. Holland at the American Express Company, "The traveler with the tourist bag

(1) Introduction to the Journal of International Travel at the Hotel New York
(2) "Traveling in America," American Magazine

is an economic asset to whichever terra firma the foot lands on."(1)

In an editorial in the "Travel Agent"(2) it is suggested that one way to get out of the depression would be to re-vitalize one of our largest industries, the railroads. Certainly the money spent for travel is a great force for recovery and if spent at home would have profound domestic social benefits. An idea of how valuable foreign countries consider the dollars spent for travel may be realized from a few figures which I have compiled. In 1929 when travel was good:

"Over fifty National Governments actively encouraged and took definite action to invite tourists.

"Over twenty Governments maintained free information bureaus in the United States.

"Over sixteen Governments have official state railway tourist bureaus.

"Over sixteen Governments maintained offices in countries other than their own and the United States."(3)

In 1929 American Tourists spent \$839,000,000 in foreign countries. In order to attract this business, an

(1) The Travel Agent, March, 1935, p. 25

(2) The Travel Agent, May, 1935, editorial

(3) Herbert M. Bratter, Promotion of Foreign Travel by Foreign Countries, Department of Foreign and Domestic Commerce, Trade Promotion Series #113, 1931.

invisible import, France alone spent 1,200,000 francs in foreign advertising.

In 1929 there was published in Germany an article stating that the conversion of the four per cent and five per cent Italian State Loans into a three and one-half per cent loan was made possible by two things: ⁽¹⁾

1. The influx of money from tourist traffic.
2. Immigrant remittances.

These facts and figures will give some idea of the great importance of the tourist dollar. It is decidedly to the advantage of the United States to encourage the spending of as much as possible of this at home. Such promotion of travel will not greatly injure the agent's foreign travel field but will rather help him to recruit new clients for the agent, many of whom never traveled before and who might not be able to afford a European trip now but once they are "bit" by the "travel bug" will never be content to remain ignorant of the world and its peoples.

(1) Herbert M. Bratter, The Promotion of Tourist Travel by Foreign Countries, Department of Foreign and Domestic Commerce, Trade Promotion Series #113, 1931.

CHAPTER IX

CONCLUSIONS

As a result of the investigations which I have made I should say that the future of the travel agency depends upon its salesmanship and promotional ability. Back in 1931, when giving a talk before a Business Administration Vocational group, I concluded by saying that "the future of the business points towards the successful continuation of only those firms who are well or expertly managed and who offer two choices of tours, namely, first and tourist class tours. Such companies must be able to cope with the competition of steamship and railway companies."

The success of the travel bureau depends upon convincing the public that it is to their advantage to deal with them rather than directly with the steamship lines, other carriers, hotels or offices established by foreign governments. These latter have increased rapidly. In fact, since the data to which I referred⁽¹⁾ before listing the number of foreign governments which had established bureaus in New York City was printed, I find that now there are "more than fifty foreign tourist information bureaus

(1) See page 131

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(1) See page 131

sponsored by their respective governments" in New York. (1)
 Thus the travel bureau must in his advertising continually hammer away on the idea that he is the one to see for travel advice.

It is possible that the situation is even more precarious today than ever before. At that time I did not realize the great problem of substitution which was developing and the emphasis which would necessarily have to be put on the low-priced tour and even the freighter cruise. But I did then see that there was a growing competition on the part of the steamship and railway companies. Therefore, I say that the future of the travel agent depends entirely upon the ability of the management to promote and sell to the public the idea of purchasing their passages through their travel agency instead of through steamship and railway companies, who are competing in that they are offering all-expense tours and "free" services. I emphasize free, because like anything which is had for nothing it sometimes costs more in the end.

In order to assist the travel man in promotion and saleswork, he should have a good location and should also develop in addition to personal solicitation a large mail

(1) G. J. Sherrard, The Travel Agent, February, 1936, p. 16.

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order business. One compliments the other, and is essential to fill in the gaps which may occur when local conditions may decrease the amount of business he may expect in his own immediate area.

actually The strongest sales argument which the travel agent has to offer against the railroad and other carriers is that of variety and ability to answer any and all questions in one office regardless of the line or route concerned. There is more to this than merely the convenience of being able to sit down and talk to a man about the different routes. There is also the fact that the travel agent is able to lay out a complete tour using different routes and several different types of carrier. He will also provide tickets for all these different routes, whereas the individual carrier, in ninety-nine cases out of a hundred, does not know the conditions relating to competing lines of other methods of travel, nor can he intelligently combine, if he desires to, motor coach travel with rail travel or airplane travel.

represent The travel agent should realize that he is providing more than just a trip; rather an opportunity for his client to go away into a wholly new environment, to relax, and to be entertained, or rest, just as he prefers, but not to have the trouble of arranging any part of the trip himself.

men are developing an industry around a sales force.

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The travel agent should realize that he is providing more than just a trip; rather an opportunity for his client to go away into a wholly new environment, to relax, and to be entertained, or rest, just as he prefers, but not to have the trouble of arranging any part of the trip himself.

The travel man, in developing all-expense tours, must remember this entertainment phase. In some cases, as in organizing cruises, travel men have engaged whole companies of actors, Broadway Night Club Review entertainers, and actually entered into the entertainment business as though they were operating a theatre. Such work is not restricted to the large operator, however, for even the small individual who may be organizing a winter sport tour should not overlook the fact that on Saturday night there should be dancing for the members, or some definite entertainment. That is the first question the prospective customer often asks, "What is going on there or what will we do for entertainment?" Obviously the railroad or other carriers cannot, except in rare cases, enter into this on so large a scale as the travel bureau. As a result of my investigations I believe the railroads' greatest failing is a lack of personal interest on the part of their employees in the enjoyment by the public of their facilities. In other words, the railroads represent an industry which has developed into a big business without an interested sales force while the travel men have developed their business by their sales force; or, expressed in another way, the railroads are trying to develop a sales force around the industry while the travel men are developing an industry around a sales force.

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In conclusion I should also like to point out that the very life of the travel agent very often depends upon world conditions, such as political disorder. An example of this is the present situation between Italy and Ethiopia, which has practically brought to a cessation all Mediterranean travel for the past winter of 1935-36. Conditions such as we had during the World War automatically stop all travel to foreign countries. Revolutions in South America or the Orient have the same effect, and it is, therefore, very important that an agent develop a domestic travel department which, unless the disturbance is world-wide, may take the place of foreign travel and enable the agent to operate cruises and tours in spite of foreign conditions.

While it is hoped that there will be great progress made between the travel agents and the railroads of this country, also other carriers, I think that an even greater future lies with travel agencies tying up with the hotels and even cities for the development of the trade and tourist travel.

ORIGINAL

SUB-AGENCY APPOINTMENT AGREEMENT**Expires April 15, 19 , unless renewed by Steamship Company**

I (we) hereby apply for a sub-agency of _____

UNITED STATES LINES (Roosevelt Steamship Company, Inc., General Agents) INTERNATIONAL MERCANTILE MARINE COMPANY
--

to be located at _____

(Street and Number)	(City or Town)	(State)
---------------------	----------------	---------

and in the event of my (our) appointment, or reappointment and in consideration thereof, agree to adhere to and comply with all the instructions from and the rules which are hereto annexed governing the activities of sub-agencies of said Steamship Company, and which I (we) have read and hereby agree to, and all additional or supplemental rules for or requirements of sub-agencies hereafter issued by said Steamship Company, including any special instructions applying to any particular case or circumstances, and I (we) also agree to hold in trust for said Steamship Company any steamship passage tickets and orders, railroad tickets and orders, money orders, drafts, travelers' checks or other documents and forms supplied to me (us) for sale, and to sell the same only at the rates quoted by said Steamship Company, and when any of such documents or forms are sold I (we) agree to keep and hold the proceeds of sale and also any deposits made on account of any sales and any other funds received or collected for the account of said Steamship Company, whether or not the same have been deposited in a bank, in trust and entirely separate and apart from any and all other funds and moneys in my (our) hands, and to remit such proceeds of sale to said Steamship Company immediately after each sale, and all deposits and other funds immediately after their receipt; and I (we) further agree to return to said Steamship Company upon demand all of its unsold tickets, orders and other documents and forms and also any certificate or other written authorization of agency appointment issued to me (us).

I (we) further agree that the relationship set up between me (us) and said Steamship Company is not that of debtor and creditor but of trustee and beneficiary, and that all funds derived from the sale of said Steamship Company's tickets, orders and other documents or forms, and also any deposits and any other funds received or collected for the account of said Steamship Company, are said Steamship Company's property and do not belong to me (us).

In consideration of the granting of this sub-agency, I (we) not only represent and warrant that I (we) shall at all times safeguard and protect the property and money of said Steamship Company in the manner aforesaid, but I (we) add my (our) personal indemnity to said Steamship Company for any loss which may be sustained by it for any of the causes hereinafter mentioned in this paragraph, apart from and in addition to any and all rights and remedies hereunder which said Steamship Company has by virtue of the creation of the aforesaid trust relationship, and to that end I (we) further agree to accept responsibility and liability for each steamship passage ticket and order, railroad ticket and order, deposit receipt, money order, draft, traveler's check or other document or form delivered to me (us) and for all funds and moneys received by me (us) as proceeds of sale of any of such documents or forms, or as deposits or for the account of said Steamship Company, and to indemnify and save the said Steamship Company harmless from loss for such documents and forms and for such proceeds of sale, deposits and funds, whether or not the same have been deposited in a bank and whether such loss is occasioned by forgery, burglary or theft or by the insolvency of either a purchaser of such documents or forms or of a bank in which I (we) may have deposited such proceeds of sale, deposits or funds (notwithstanding the fact that under the terms of this trust agreement such bank deposits are the property of said Steamship Company and not my (our) property), or by any other act or condition whatsoever.

I (we) further agree not to transfer or sell the sub-agency appointment of said Steamship Company or to change the name or the address of the sub-agency without the prior written consent of said Steamship Company and to report without delay any change that may affect my (our) sub-agency.

I (we) further agree that under any plan for the bonding of the sub-agency and/or for the payment of a fee by the sub-agency which said Steamship Company may arrange, this appointment shall not become nor remain effective unless and until any forms necessary or any acts required of me (us) in connection with such bonding and/or sub-agency fee arrangements have been executed or performed by me (us) and are acceptable to said Steamship Company.

No modification of the terms of this Trust Agreement shall be effective unless made in writing and signed by both parties.

I (we) further agree that if this application for appointment as a sub-agency is granted, said appointment may be withdrawn by said Steamship Company, with or without cause, at any time after ten days from the date hereof and without previous notice, and shall in any event expire not later than April 15, 19 , unless prior to such expiration said Steamship Company shall, in writing, renew my (our) appointment for a further period of one year under the same or under other terms and conditions, and thereafter from year to year in the same manner, no appointment being effective for a longer period than until the fifteenth day of April next after the date of such appointment unless a contrary intention is clearly and affirmatively expressed on the face of the written renewal of such appointment.

Any failure by said Steamship Company to avail itself of or act upon any default on my (our) part for any of my (our) acts or omissions in violation of the terms and conditions hereof, unless agreed to in writing by said Steamship Company, shall not be deemed a waiver by said Steamship Company, nor a general waiver of any such acts or omissions; and a waiver by said Steamship Company in respect of one or any number of acts or omissions by me (us) shall not be deemed to operate as a relinquishment of any rights against me (us) or a waiver in respect of any acts or omissions by me (us) subsequently occurring.

(Witness of Applicant's Signature)

(Name of Applicant)

(Full Address)

By

(Title)

(Date)

(Date)

The above application for a sub-agency of the Steamship Company named below is hereby approved, subject to all of the terms and conditions referred to therein, including the rules thereto annexed.

(Name of Line)

(Date)

By

TRANS-ATLANTIC PASSENGER CONFERENCE

Rules Governing the Activities of Sub-Agencies in North America

adopted by the following Steamship Lines, members of the Trans-Atlantic Passenger Conference:

Anchor Line
Anchor-Donaldson Line
Arnold Bernstein Line
Canadian Pacific Steamships
Cosulich Line
Cunard White Star Limited
Fabre Line

French Line
Furness Line
Gdynia-America Line
Hamburg-American Line
Holland America Line
Italia Line
National Greek Line

North German Lloyd
Norwegian America Line
Red Star Line
Scandinavian-American Line
Spanish Transatlantic Line
Swedish American Line
United States Lines

These Rules cover the services of each of the above-mentioned Lines and relate to all classes of bookings. They must be strictly complied with in the spirit as well as the letter, and a violation of any Rule or default in the performance of any provision thereof, with respect to any one of such Lines, may result in the cancellation of the agency by all of such Lines which it represents.

1. Definition of Agent

The term "agent," wherever mentioned in these Rules, means an individual, firm or corporation employed by the Line, either directly or through its General Agent, as a sub-agent for the sale of steamship passage tickets, and/or orders, and/or railroad tickets and/or orders, and/or money orders, drafts or travelers' checks, and/or other documents or forms, and for no other purpose for the Line.

2. Definition of Line

The term "the Line," wherever mentioned in these Rules, means the particular Steamship Company, member of the Trans-Atlantic Passenger Conference, represented by the agent under a prescribed written form of authorization to act as such agent for said Steamship Company.

3. Responsibility of Agent

The agent is responsible to the Line for all business transacted in its behalf whether conducted by him or by any other person in his name.

4. Agency Address

The agent must transact the business of the agency only at the address and in the office at which it has been duly authorized. The agent must not offer or place or allow others to offer or place the Line's passage tickets and orders, railroad tickets and orders, money orders, drafts, travelers' checks, or other documents or forms so held in trust, for sale at any address outside of his own authorized office; nor shall he sell such tickets, orders or other documents, to, or offer to sell through or have any business dealings with, disqualified agents, peddlers, porters, runners or other unauthorized persons endeavoring to engage in or become associated with the steamship ticket business. The agent must not employ for the sale of such tickets, orders, or other documents or forms, or for the solicitation of the Line's business, in any particular, any person not regularly employed on his staff.

The agent must not employ a disqualified agent who has at any time been in default to any of the above-mentioned Lines, or any person previously connected with such a disqualified agent until and unless authority for such employment has been secured from the Line.

5. Lines Represented

The agent is prohibited from booking passengers for any steamer not connected with the fleets of any of the above-mentioned Lines which is operated in a trans-Atlantic service competitive with such Lines, or from representing in any capacity any steamship company operating a steamer in such a competitive service, unless written permission to do so is first obtained from such Lines through the Secretary of the Trans-Atlantic Passenger Conference. He is also prohibited from selling passage tickets, orders or similar documents so held in trust, under false representations as to the Line, vessel, or route by which a passenger is to be transported.

The agent is prohibited from acting or advertising himself as agent for, or as entitled to do business for any of the above-mentioned Lines he does not represent by direct appointment; nor may he sell to another agent for any of the above-mentioned Lines tickets, orders or similar documents, held in trust by him, of a Line which such other agent does not represent.

6. Tickets, Proceeds, etc., Held in Trust

The agent must hold in trust for the Line all tickets, orders, deposit receipts, money orders, drafts, travelers' checks, and other documents or forms delivered to him by such Line, together with the proceeds of sale thereof, deposits, and any other funds received or collected for the account of said Line, and such proceeds, deposits and funds shall be kept separate and apart from all other funds and moneys in his hands.

7. Issue of the Line's Tickets, etc., Only

A ticket-holding agent must not hold nor accept for sale any ticket, deposit receipt, order or other documents or forms not supplied to him by the Line. He shall not issue orders, passage contracts or tickets of his own or those of any other individual, firm or corporation, nor shall he issue orders, passage contracts or tickets on private correspondents, firms or corporations, wherever located, for outward, round-trip or prepaid ocean transportation.

A ticket-holding agent not supplied by the Line with its deposit receipts may use his own form of deposit receipt and a non-ticket-holding agent may also use his own form of deposit receipt; in both instances, such deposit receipts must be consecutively numbered and must show the name of the Line, steamer and date of sailing for which issued and must be written in triplicate, one copy of which must be sent to the Line with the remittance.

8. Adherence to Authorized Rates

The agent must sell tickets, orders, money orders, drafts, travelers' checks, documents or forms so held in trust only at the authorized rates then obtaining, in accordance with circular announcements issued from time to time by the Line, and must not at any time quote any rates not so authorized.

9. Securing of Accommodation

A passage ticket, order or similar document so held in trust must not be issued for specific accommodations, without first securing the reservation thereof from the Line.

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Expires April 15, 19 , unless renewed by Steamship Company

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 (Roosevelt Steamship Company, Inc., General Agents)
 UNITED STATES LINES
 INTERNATIONAL MERCANTILE MARINE COMPANY

to be located at _____
 (Street and Number) (City or Town) (State)

and in the event of my (our) appointment, or reappointment and in consideration thereof, agree to adhere to and comply with all the instructions from and the rules which are hereto annexed governing the activities of sub-agencies of said Steamship Company, and which I (we) have read and hereby agree to, and all additional or supplemental rules for or requirements of sub-agencies hereafter issued by said Steamship Company, including any special instructions applying to any particular case or circumstances, and I (we) also agree to hold in trust for said Steamship Company any steamship passage tickets and orders, railroad tickets and orders, money orders, drafts, travelers' checks or other documents and forms supplied to me (us) for sale, and to sell the same only at the rates quoted by said Steamship Company, and when any of such documents or forms are sold I (we) agree to keep and hold the proceeds of sale and also any deposits made on account of any sales and any other funds received or collected for the account of said Steamship Company, whether or not the same have been deposited in a bank, in trust and entirely separate and apart from any and all other funds and moneys in my (our) hands, and to remit such proceeds of sale to said Steamship Company immediately after each sale, and all deposits and other funds immediately after their receipt; and I (we) further agree to return to said Steamship Company upon demand all of its unsold tickets, orders and other documents and forms and also any certificate or other written authorization of agency appointment issued to me (us).

I (we) further agree that the relationship set up between me (us) and said Steamship Company is not that of debtor and creditor but of trustee and beneficiary, and that all funds derived from the sale of said Steamship Company's tickets, orders and other documents or forms, and also any deposits and any other funds received or collected for the account of said Steamship Company, are said Steamship Company's property and do not belong to me (us).

In consideration of the granting of this sub-agency, I (we) not only represent and warrant that I (we) shall at all times safeguard and protect the property and money of said Steamship Company in the manner aforesaid, but I (we) add my (our) personal indemnity to said Steamship Company for any loss which may be sustained by it for any of the causes hereinafter mentioned in this paragraph, apart from and in addition to any and all rights and remedies hereunder which said Steamship Company has by virtue of the creation of the aforesaid trust relationship, and to that end I (we) further agree to accept responsibility and liability for each steamship passage ticket and order, railroad ticket and order, deposit receipt, money order, draft, traveler's check or other document or form delivered to me (us) and for all funds and moneys received by me (us) as proceeds of sale of any of such documents or forms, or as deposits or for the account of said Steamship Company, and to indemnify and save the said Steamship Company harmless from loss for such documents and forms and for such proceeds of sale, deposits and funds, whether or not the same have been deposited in a bank and whether such loss is occasioned by forgery, burglary or theft or by the insolvency of either a purchaser of such documents or forms or of a bank in which I (we) may have deposited such proceeds of sale, deposits or funds (notwithstanding the fact that under the terms of this trust agreement such bank deposits are the property of said Steamship Company and not my (our) property), or by any other act or condition whatsoever.

I (we) further agree not to transfer or sell the sub-agency appointment of said Steamship Company or to change the name or the address of the sub-agency without the prior written consent of said Steamship Company and to report without delay any change that may affect my (our) sub-agency.

I (we) further agree that under any plan for the bonding of the sub-agency and/or for the payment of a fee by the sub-agency which said Steamship Company may arrange, this appointment shall not become nor remain effective unless and until any forms necessary or any acts required of me (us) in connection with such bonding and/or sub-agency fee arrangements have been executed or performed by me (us) and are acceptable to said Steamship Company.

No modification of the terms of this Trust Agreement shall be effective unless made in writing and signed by both parties.

I (we) further agree that if this application for appointment as a sub-agency is granted, said appointment may be withdrawn by said Steamship Company, with or without cause, at any time after ten days from the date hereof and without previous notice, and shall in any event expire not later than April 15, 19 , unless prior to such expiration said Steamship Company shall, in writing, renew my (our) appointment for a further period of one year under the same or under other terms and conditions, and thereafter from year to year in the same manner, no appointment being effective for a longer period than until the fifteenth day of April next after the date of such appointment unless a contrary intention is clearly and affirmatively expressed on the face of the written renewal of such appointment.

Any failure by said Steamship Company to avail itself of or act upon any default on my (our) part for any of my (our) acts or omissions in violation of the terms and conditions hereof, unless agreed to in writing by said Steamship Company, shall not be deemed a waiver by said Steamship Company, nor a general waiver of any such acts or omissions; and a waiver by said Steamship Company in respect of one or any number of acts or omissions by me (us) shall not be deemed to operate as a relinquishment of any rights against me (us) or a waiver in respect of any acts or omissions by me (us) subsequently occurring.

(Witness of Applicant's Signature) _____ (Name of Applicant) _____
 (Full Address) _____ By _____ (Title) _____
 (Date) _____ (Date) _____

The above application for a sub-agency of the Steamship Company named below is hereby approved, subject to all of the terms and conditions referred to therein, including the rules thereto annexed.

(Date) _____ By _____
 (Name of Line)

TRANS-ATLANTIC PASSENGER CONFERENCE

Rules Governing the Activities of Sub-Agencies in North America

adopted by the following Steamship Lines, members of the Trans-Atlantic Passenger Conference:

Anchor Line
Anchor-Donaldson Line
Arnold Bernstein Line
Canadian Pacific Steamships
Cosulich Line
Cunard White Star Limited
Fabre Line

French Line
Furness Line
Gdynia-America Line
Hamburg-American Line
Holland America Line
Italia Line
National Greek Line

North German Lloyd
Norwegian America Line
Red Star Line
Scandinavian-American Line
Spanish Transatlantic Line
Swedish American Line
United States Lines

These Rules cover the services of each of the above-mentioned Lines and relate to all classes of bookings. They must be strictly complied with in the spirit as well as the letter, and a violation of any Rule or default in the performance of any provision thereof, with respect to any one of such Lines, may result in the cancellation of the agency by all of such Lines which it represents.

1. Definition of Agent

The term "agent," wherever mentioned in these Rules, means an individual, firm or corporation employed by the Line, either directly or through its General Agent, as a sub-agent for the sale of steamship passage tickets, and/or orders, and/or railroad tickets and/or orders, and/or money orders, drafts or travelers' checks, and/or other documents or forms, and for no other purpose for the Line.

2. Definition of Line

The term "the Line," wherever mentioned in these Rules, means the particular Steamship Company, member of the Trans-Atlantic Passenger Conference, represented by the agent under a prescribed written form of authorization to act as such agent for said Steamship Company.

3. Responsibility of Agent

The agent is responsible to the Line for all business transacted in its behalf whether conducted by him or by any other person in his name.

4. Agency Address

The agent must transact the business of the agency only at the address and in the office at which it has been duly authorized. The agent must not offer or place or allow others to offer or place the Line's passage tickets and orders, railroad tickets and orders, money orders, drafts, travelers' checks, or other documents or forms so held in trust, for sale at any address outside of his own authorized office; nor shall he sell such tickets, orders or other documents, to, or offer to sell through or have any business dealings with, disqualified agents, peddlers, porters, runners or other unauthorized persons endeavoring to engage in or become associated with the steamship ticket business. The agent must not employ for the sale of such tickets, orders, or other documents or forms, or for the solicitation of the Line's business, in any particular, any person not regularly employed on his staff.

The agent must not employ a disqualified agent who has at any time been in default to any of the above-mentioned Lines, or any person previously connected with such a disqualified agent until and unless authority for such employment has been secured from the Line.

5. Lines Represented

The agent is prohibited from booking passengers for any steamer not connected with the fleets of any of the above-mentioned Lines which is operated in a trans-Atlantic service competitive with such Lines, or from representing in any capacity any steamship company operating a steamer in such a competitive service, unless written permission to do so is first obtained from such Lines through the Secretary of the Trans-Atlantic Passenger Conference. He is also prohibited from selling passage tickets, orders or similar documents so held in trust, under false representations as to the Line, vessel, or route by which a passenger is to be transported.

The agent is prohibited from acting or advertising himself as agent for, or as entitled to do business for any of the above-mentioned Lines he does not represent by direct appointment; nor may he sell to another agent for any of the above-mentioned Lines tickets, orders or similar documents, held in trust by him, of a Line which such other agent does not represent.

6. Tickets, Proceeds, etc., Held in Trust

The agent must hold in trust for the Line all tickets, orders, deposit receipts, money orders, drafts, travelers' checks, and other documents or forms delivered to him by such Line, together with the proceeds of sale thereof, deposits, and any other funds received or collected for the account of said Line, and such proceeds, deposits and funds shall be kept separate and apart from all other funds and moneys in his hands.

7. Issue of the Line's Tickets, etc., Only

A ticket-holding agent must not hold nor accept for sale any ticket, deposit receipt, order or other documents or forms not supplied to him by the Line. He shall not issue orders, passage contracts or tickets of his own or those of any other individual, firm or corporation, nor shall he issue orders, passage contracts or tickets on private correspondents, firms or corporations, wherever located, for outward, round-trip or prepaid ocean transportation.

A ticket-holding agent not supplied by the Line with its deposit receipts may use his own form of deposit receipt and a non-ticket-holding agent may also use his own form of deposit receipt; in both instances, such deposit receipts must be consecutively numbered and must show the name of the Line, steamer and date of sailing for which issued and must be written in triplicate, one copy of which must be sent to the Line with the remittance.

8. Adherence to Authorized Rates

The agent must sell tickets, orders, money orders, drafts, travelers' checks, documents or forms so held in trust only at the authorized rates then obtaining, in accordance with circular announcements issued from time to time by the Line, and must not at any time quote any rates not so authorized.

9. Securing of Accommodation

A passage ticket, order or similar document so held in trust must not be issued for specific accommodations, without first securing the reservation thereof from the Line.

10. Passage Money, etc., to be Shown on Tickets, etc.

The amount received for passage money, the date of issuance, the place of sale, and the correct and full name and address of the agency, must always be noted on the passage ticket, order or similar document.

11. Remittances

Advices of all sales of any of the Line's documents or forms so held in trust and/or of all reservations of accommodations, accompanied by remittances of the proceeds of sale, or deposits or part payments collected on reservations for Eastbound and/or Westbound passages, regardless of date of sailing, and so held in trust, must be forwarded on the day of sale (deposits on the day of receipt) to the office of the Line to which reports and remittances are required to be sent. For the purpose of verifying adherence to this requirement, the books, records and other documents of the agent will be subject to examination periodically by an auditor nominated by the Line or by the Trans-Atlantic Passenger Conference.

Any violation of this requirement with respect to any one of the above-mentioned Lines will result in the cancellation of the agency by all of such Lines which it represents.

12. Booking Points

The agent must sell passage tickets, orders, or similar documents so held in trust only to or from such booking points as are designated in the published tariff of the Line, at the quoted rates, but not between any other points. Third class prepaid passengers must be booked through to final destination only on such forms as may be authorized by the Line.

13. Payment of Commission

The basis of commission is the same for all of the above-mentioned Lines and is in accordance with circular announcements issued from time to time by the Line. Only an individual, firm or corporation employed by the Line as its agent, and so duly authorized by it in writing, is entitled to the authorized commission.

Commission is paid only upon the actual issuance of the ticket, order or similar document so held in trust and the direct receipt by the agent of the full proceeds of sale thereof. Commission is not paid on letters or cards of introduction.

(NOTE: Commission may be paid to an agent who has collected the initial payment (deposit) for a passage ticket although the ticket is subsequently issued at the Line's office.

Commission may not be deducted from a deposit (initial payment) but is paid to the agent upon completion of the sale whether the balance of the passage money is collected by the agent or by the Line's office and the passage ticket issued there.

Commission is not payable to an agent if a Line has collected the initial payment (deposit) for passage and the ticket is subsequently issued by the agent and the balance of the passage money paid to him.)

14. Commissions Not to be Divided

The agent alone is entitled to the full amount of commission allowed by the Line upon each sale. He must not promise or hold out any improper inducements, expressed or implied, of paying any portion of the commission allowed to purchasers or prospective purchasers of tickets, orders or similar documents, or to passengers or to any other persons, by letter, circular, newspaper advertisement or otherwise.

All rebates, drawbacks, discounts, credits, commissions, presents, prizes, or allowances of any description whatsoever made or offered to be made to a purchaser, prospective purchaser, passenger, or to any other person, with a view to influencing the sale of a ticket, order or similar document are strictly prohibited.

15. Telegraph or Telephone Charges

The agent must prepay all telegraph or telephone charges when communicating with the Line and the Line will prepay the reply.

16. Agent in Default

The agent who is at any time in default to any of the above-mentioned Lines will be immediately disqualified and his agency will be promptly cancelled by all of the above-mentioned Lines. When a firm is disqualified, each member thereof, and when a corporation is disqualified, each officer thereof, is also so disqualified.

The agent, immediately upon disqualification, is prohibited from selling tickets, orders or other documents or forms, or from transacting any other business of the agency, at his office or residence or at any other place or address, and must surrender immediately all tickets, orders and other documents or forms held in trust by him.

When the agent is disqualified, the sale of passage tickets, orders or other documents or forms of or for any of the above-mentioned Lines is thereby prohibited.

17. Advertising

(a) Announcements

The term "advertising" means announcements, etc., by posters, booklets, circulars, printed matter, hand-bills, newspaper, magazine or periodical advertising, paid reading notices, radio, etc., or other paid public form of announcement in regard to the steamship business.

(b) Unfavorable Comparisons

No statements shall be made which reflect upon or institute unfavorable comparisons as between any of the above-mentioned Lines or their steamers.

(c) Statements of Fact

Advertising expressions shall be limited to statements of fact, and must avoid any appearance of being misleading.

(d) Use of Superlatives, etc.

All advertisements shall conform to truth and good taste, and superlatives that are debatable must not be used in advertising matter.

(e) Steamer Blocks and Cuts

No steamer blocks or cuts may be utilized unless the steamer depicted is employed or to be employed in an advertised service of the Line. For general advertisements, circulars, pamphlets, etc., advertising the fleet or services generally of the Line, the steamer block or cut of any vessel employed or to be employed by the Line may be utilized, but for special announcements or advertisements for a particular steamer or voyage, no steamer block or cut may be utilized, except that depicting the vessel or vessels advertised.

The agent is not permitted to use the steamer block or cut of a vessel of any Line which he does not represent.

(f) Tonnage

All references to tonnage must refer to "gross registered tonnage." It is not permissible to advertise displacement tonnage unless the gross registered tonnage is simultaneously shown in the same characters. In newspaper advertisements, the agent must confine references to tonnage to the gross registered tonnage, and no particulars will be included in such advertisements of the steamers' displacement tonnages.

(g) Class of Accommodation

The several classes of passenger accommodation shall be designated by the following expressions only:

- First Class or Saloon
- Cabin
- Second Class or Second Cabin
- Special Class (only when so advertised by the Line)
- Intermediate Second Class (only when so advertised by the Line)
- Tourist Class
- Third Class

Equivalent expressions in the different languages may be utilized.

(h) Rates

All advertised or otherwise offered rates of trans-Atlantic traffic shall:

- (1) Include the name of the Line,
- (2) State the destination, if other than a port, and
- (3) Indicate the class of ocean accommodation.

(j) Revision of Rates

A revision of rates must not be advertised or be given publicity unless on written authority of the Line.

(k) Printed Matter

All printed matter pertaining to sailings and rates shall show the date and place of issue.

(m) Bill-boards and Signs

Bill posting, painted, electric and other signs must be restricted at all places to the immediate premises of the agent.

(n) Designation of Agency

The agent may represent himself only as an "Agent" or "Sub-Agent," but not as a "General Agent," "General Passenger Agent," "General Steamship Agent," "Special Agent," or similar designation, on letter-heads, office signs or otherwise.

(o) Agent's Responsibility

Any agent publishing an advertisement which is in violation of these Rules will be held liable therefor by the Line.

18. Erroneous or Misleading Statements

The agent is prohibited from issuing any erroneous or misleading statement to the effect that any of the above-mentioned Lines or any of their agents is following practices that are contrary to these Rules or has offered to enter into such practices with said agent or otherwise.

19. Books Open for Inspection

The agent must keep appropriate accounts of all transactions relating to the agency, currently to date. His office premises may be visited at any time and all the books, records and documents in relation to the agency representation shall be open to inspection by the Line or by a duly authorized representative of the Trans-Atlantic Passenger Conference.

20. Adequate Amount of Business to be Transacted

The agent must endeavor to create and stimulate the sale of passenger transportation and must transact a sufficient amount of business to justify the costs and responsibilities incurred by the Line and by such other of the above-mentioned Lines he represents in retaining the agency; the failure or inability to produce an amount of business sufficient, in the opinion of such Lines, to justify the continuance of the agency may result in its termination by all of such Lines.

21. Maintenance of Ethical Business Standards

The agent must at all times maintain ethical standards of business in the conduct of his agency and in his dealings with passengers, purchasers of tickets, orders or other documents or forms so held in trust, and with each of the above-mentioned Lines he represents.

22. Report of Violation of Rules

The agent is not justified in violating any of these Rules on the ground that some other agent is, or may be, doing so. It is the duty of the agent to report to any of the above-mentioned Lines he represents or to the Trans-Atlantic Passenger Conference, any violations thereof that may come to his knowledge, together with all facts and substantiating evidence.

23. Violation of Rules

When in the judgment of the above-mentioned Lines, the agent has violated or has failed to comply with or adhere to any of these Rules or any additional or supplemental Rules, with respect to any of such Lines, the agency may be withdrawn and cancelled by all such Lines or may be fined. If the agent is fined, the amount imposed, in the form of liquidated damages, shall be not less than \$50. and not more than \$1,000. for each infringement; if the agent fails to pay the amount of such fine within the time specified in a written notice mailed to him by the Secretary of the Trans-Atlantic Passenger Conference, he shall be immediately disqualified from acting in any capacity for any of the above-mentioned Lines.

24. Termination of Agency

Either the Line or the agent may terminate the agency, with or without cause, at any time.

25. Adherence to Rules

The agent agrees to adhere to and comply with these and such additional and/or supplemental Rules as may be announced from time to time by the Line, which in any way relate to or govern the activities or the business of the agency.

10. **Passage Money, etc., to be Shown on Tickets, etc.**

The amount received for passage money, the date of issuance, the place of sale, and the correct and full name and address of the agency, must always be noted on the passage ticket, order or similar document.

11. **Remittances**

Advices of all sales of any of the Line's documents or forms so held in trust and/or of all reservations of accommodations, accompanied by remittances of the proceeds of sale, or deposits or part payments collected on reservations for Eastbound and/or Westbound passages, regardless of date of sailing, and so held in trust, must be forwarded on the day of sale (deposits on the day of receipt) to the office of the Line to which reports and remittances are required to be sent. For the purpose of verifying adherence to this requirement, the books, records and other documents of the agent will be subject to examination periodically by an auditor nominated by the Line or by the Trans-Atlantic Passenger Conference.

Any violation of this requirement with respect to any one of the above-mentioned Lines will result in the cancellation of the agency by all of such Lines which it represents.

12. **Booking Points**

The agent must sell passage tickets, orders, or similar documents so held in trust only to or from such booking points as are designated in the published tariff of the Line, at the quoted rates, but not between any other points. Third class prepaid passengers must be booked through to final destination only on such forms as may be authorized by the Line.

13. **Payment of Commission**

The basis of commission is the same for all of the above-mentioned Lines and is in accordance with circular announcements issued from time to time by the Line. Only an individual, firm or corporation employed by the Line as its agent, and so duly authorized by it in writing, is entitled to the authorized commission.

Commission is paid only upon the actual issuance of the ticket, order or similar document so held in trust and the direct receipt by the agent of the full proceeds of sale thereof. Commission is not paid on letters or cards of introduction.

(NOTE: Commission may be paid to an agent who has collected the initial payment (deposit) for a passage ticket although the ticket is subsequently issued at the Line's office.

Commission may not be deducted from a deposit (initial payment) but is paid to the agent upon completion of the sale whether the balance of the passage money is collected by the agent or by the Line's office and the passage ticket issued there.

Commission is not payable to an agent if a Line has collected the initial payment (deposit) for passage and the ticket is subsequently issued by the agent and the balance of the passage money paid to him.)

14. **Commissions Not to be Divided**

The agent alone is entitled to the full amount of commission allowed by the Line upon each sale. He must not promise or hold out any improper inducements, expressed or implied, of paying any portion of the commission allowed to purchasers or prospective purchasers of tickets, orders or similar documents, or to passengers or to any other persons, by letter, circular, newspaper advertisement or otherwise.

All rebates, drawbacks, discounts, credits, commissions, presents, prizes, or allowances of any description whatsoever made or offered to be made to a purchaser, prospective purchaser, passenger, or to any other person, with a view to influencing the sale of a ticket, order or similar document are strictly prohibited.

15. **Telegraph or Telephone Charges**

The agent must prepay all telegraph or telephone charges when communicating with the Line and the Line will prepay the reply.

16. **Agent in Default**

The agent who is at any time in default to any of the above-mentioned Lines will be immediately disqualified and his agency will be promptly cancelled by all of the above-mentioned Lines. When a firm is disqualified, each member thereof, and when a corporation is disqualified, each officer thereof, is also so disqualified.

The agent, immediately upon disqualification, is prohibited from selling tickets, orders or other documents or forms, or from transacting any other business of the agency, at his office or residence or at any other place or address, and must surrender immediately all tickets, orders and other documents or forms held in trust by him.

When the agent is disqualified, the sale of passage tickets, orders or other documents or forms of or for any of the above-mentioned Lines is thereby prohibited.

17. **Advertising**

(a) **Announcements**

The term "advertising" means announcements, etc., by posters, booklets, circulars, printed matter, hand-bills, newspaper, magazine or periodical advertising, paid reading notices, radio, etc., or other paid public form of announcement in regard to the steamship business.

(b) **Unfavorable Comparisons**

No statements shall be made which reflect upon or institute unfavorable comparisons as between any of the above-mentioned Lines or their steamers.

(c) **Statements of Fact**

Advertising expressions shall be limited to statements of fact, and must avoid any appearance of being misleading.

(d) **Use of Superlatives, etc.**

All advertisements shall conform to truth and good taste, and superlatives that are debatable must not be used in advertising matter.

(e) **Steamer Blocks and Cuts**

No steamer blocks or cuts may be utilized unless the steamer depicted is employed or to be employed in an advertised service of the Line. For general advertisements, circulars, pamphlets, etc., advertising the fleet or services generally of the Line, the steamer block or cut of any vessel employed or to be employed by the Line may be utilized, but for special announcements or advertisements for a particular steamer or voyage, no steamer block or cut may be utilized, except that depicting the vessel or vessels advertised.

The agent is not permitted to use the steamer block or cut of a vessel of any Line which he does not represent.

(f) Tonnage

All references to tonnage must refer to "gross registered tonnage." It is not permissible to advertise displacement tonnage unless the gross registered tonnage is simultaneously shown in the same characters. In newspaper advertisements, the agent must confine references to tonnage to the gross registered tonnage, and no particulars will be included in such advertisements of the steamers' displacement tonnages.

(g) Class of Accommodation

The several classes of passenger accommodation shall be designated by the following expressions only:

- First Class or Saloon
- Cabin
- Second Class or Second Cabin
- Special Class (only when so advertised by the Line)
- Intermediate Second Class (only when so advertised by the Line)
- Tourist Class
- Third Class

Equivalent expressions in the different languages may be utilized.

(h) Rates

All advertised or otherwise offered rates of trans-Atlantic traffic shall:

- (1) Include the name of the Line,
- (2) State the destination, if other than a port, and
- (3) Indicate the class of ocean accommodation.

(j) Revision of Rates

A revision of rates must not be advertised or be given publicity unless on written authority of the Line.

(k) Printed Matter

All printed matter pertaining to sailings and rates shall show the date and place of issue.

(m) Bill-boards and Signs

Bill posting, painted, electric and other signs must be restricted at all places to the immediate premises of the agent.

(n) Designation of Agency

The agent may represent himself only as an "Agent" or "Sub-Agent," but not as a "General Agent," "General Passenger Agent," "General Steamship Agent," "Special Agent," or similar designation, on letter-heads, office signs or otherwise.

(o) Agent's Responsibility

Any agent publishing an advertisement which is in violation of these Rules will be held liable therefor by the Line.

18. Erroneous or Misleading Statements

The agent is prohibited from issuing any erroneous or misleading statement to the effect that any of the above-mentioned Lines or any of their agents is following practices that are contrary to these Rules or has offered to enter into such practices with said agent or otherwise.

19. Books Open for Inspection

The agent must keep appropriate accounts of all transactions relating to the agency, currently to date. His office premises may be visited at any time and all the books, records and documents in relation to the agency representation shall be open to inspection by the Line or by a duly authorized representative of the Trans-Atlantic Passenger Conference.

20. Adequate Amount of Business to be Transacted

The agent must endeavor to create and stimulate the sale of passenger transportation and must transact a sufficient amount of business to justify the costs and responsibilities incurred by the Line and by such other of the above-mentioned Lines he represents in retaining the agency; the failure or inability to produce an amount of business sufficient, in the opinion of such Lines, to justify the continuance of the agency may result in its termination by all of such Lines.

21. Maintenance of Ethical Business Standards

The agent must at all times maintain ethical standards of business in the conduct of his agency and in his dealings with passengers, purchasers of tickets, orders or other documents or forms so held in trust, and with each of the above-mentioned Lines he represents.

22. Report of Violation of Rules

The agent is not justified in violating any of these Rules on the ground that some other agent is, or may be, doing so. It is the duty of the agent to report to any of the above-mentioned Lines he represents or to the Trans-Atlantic Passenger Conference, any violations thereof that may come to his knowledge, together with all facts and substantiating evidence.

23. Violation of Rules

When in the judgment of the above-mentioned Lines, the agent has violated or has failed to comply with or adhere to any of these Rules or any additional or supplemental Rules, with respect to any of such Lines, the agency may be withdrawn and cancelled by all such Lines or may be fined. If the agent is fined, the amount imposed, in the form of liquidated damages, shall be not less than \$50. and not more than \$1,000. for each infringement; if the agent fails to pay the amount of such fine within the time specified in a written notice mailed to him by the Secretary of the Trans-Atlantic Passenger Conference, he shall be immediately disqualified from acting in any capacity for any of the above-mentioned Lines.

24. Termination of Agency

Either the Line or the agent may terminate the agency, with or without cause, at any time.

25. Adherence to Rules

The agent agrees to adhere to and comply with these and such additional and/or supplemental Rules as may be announced from time to time by the Line, which in any way relate to or govern the activities or the business of the agency.

THE WESTERN UNION TELEGRAPH COMPANY
DISTRIBUTION SERVICE

DISTRICT	PIECES REQUIRED FOR COMPLETE COVERAGE	RATES PER THOUSAND DOOR TO DOOR DISTRIBUTION
Allston	3,300	\$ 5.60
Arlington	9,000	5.60
Belmont	5,500	7.00
Boston (Proper)	45,000	5.00
Brighton	11,500	5.60
Brookline	11,500	5.60
Cambridge	26,400	5.00
Charlestown	6,700	5.00
Chelsea	10,000	5.00
Dedham	1,800	9.35
Dorchester	45,000	5.00
East Boston	12,000	5.00
Everett	11,400	5.60
Hingham	1,200	11.20
Hyde Park	5,500	6.60
Lexington	2,000	8.60
Lynn	19,000	5.00
Malden	14,200	6.20
Medford	14,400	6.20
Melrose	6,100	6.20
Milton	4,000	11.20
Needham	2,500	7.50
Newton	15,300	7.50
Quincy	18,000	5.60
Revere	10,000	5.60
Reading	1,500	10.00
Roslindale	1,000	7.00
Roxbury	18,900	5.00
Somerville	25,600	5.00
South Boston	15,600	5.00
Stoneham	2,200	10.00
Wakefield	2,000	10.00
Waltham	8,700	7.50
Watertown	9,000	6.60
Wellesley	2,500	9.35
West Roxbury	18,000	6.20
Winchester	3,000	9.35
Winthrop	4,000	6.60
Woburn	2,000	10.00

NOTE: For RING, WAIT & LEAVE AND RING, WAIT & HAND-IN DISTRIBUTION SERVICES, this office must be consulted.

The rates quoted above apply for complete coverage only. For distribution service in specific areas in these districts, this office must be contacted.

APPENDIX C

SHIPPING DIGEST

WEEKLY DIGEST OF FOREIGN EXCHANGE

February 20th to February 26th, 1936

Compiled by

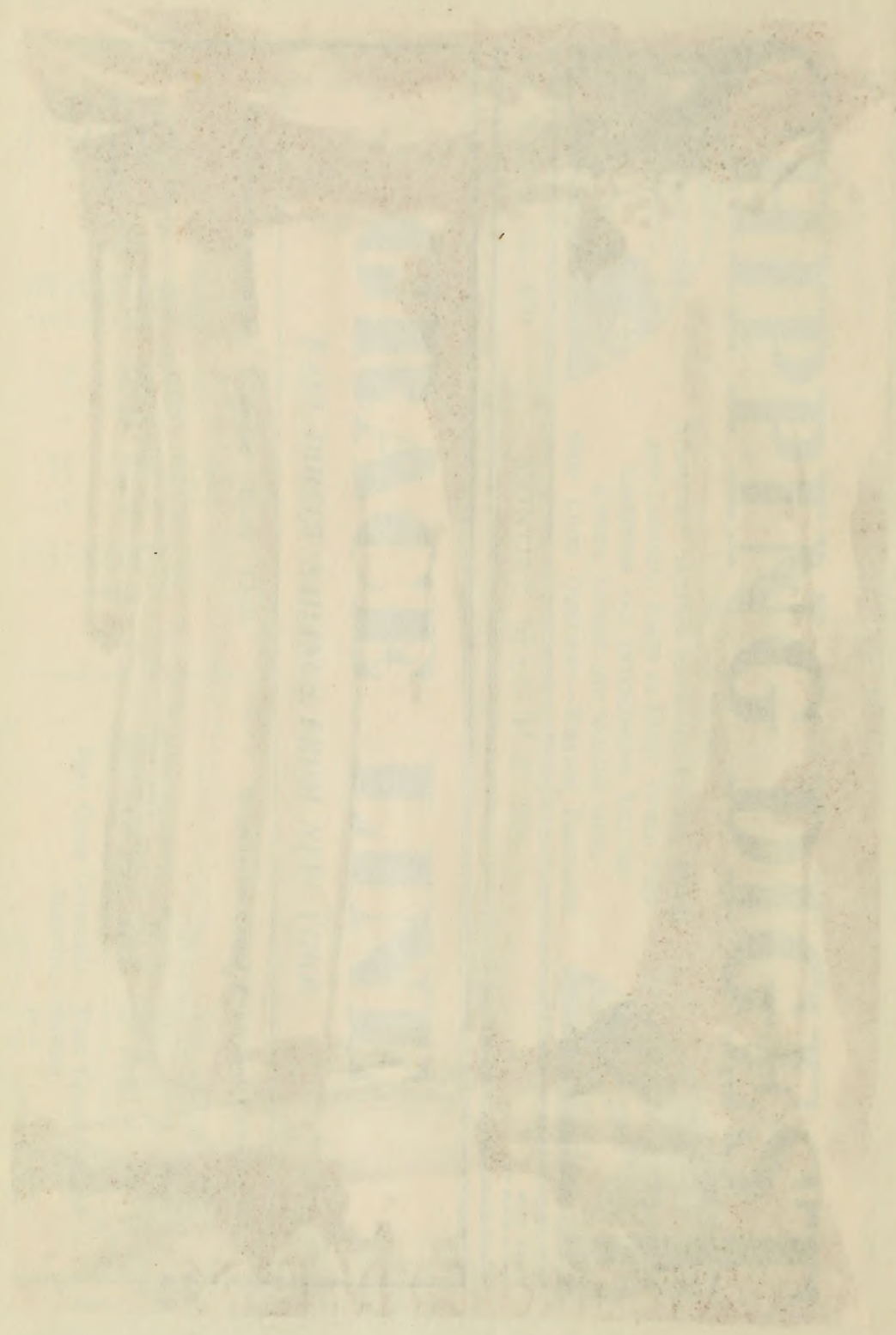
Irving Trust Company

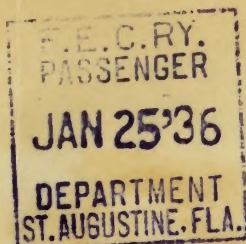
Foreign Office, 1 Wall Street, New York
Telephone Digby 4-3550

Country	Par	Currency	February 20th Check	February 20th Cable	February 21st Check	February 21st Cable	February 22nd Check	February 22nd Cable	February 24th Check	February 24th Cable	February 25th Check	February 25th Cable	February 26th Check	February 26th Cable
Great Britain	\$8.2397	Pound (s)	\$4.99375	\$4.99500	\$4.98875	\$4.99000			\$4.99750	\$4.99875	\$4.99375	\$4.99500	\$4.99300	\$4.99625
France	.06681	Franc (s)	.06681	.06683	.06673	.06675			.06674	.06676	.06674	.06676	.06674	.06676
Belgium	.17055	Belga (s)	.17055	.17055	.17025	.17030			.17045	.17045	.17040	.17045	.17035	.17040
Italy	.08040	Lira (s)	.08040	.08040	.08040	.08040			.08045	.08045	.08040	.08040	.08035	.08035
Switzerland	.33045	Franc (s)	.33045	.33045	.33015	.33045			.33020	.33020	.33010	.33010	.33015	.33045
Holland	.68700	Guilder (Ldn)	.68700	.68730	.68610	.68640			.68640	.68670	.68640	.68670	.68640	.68670
Germany	.40332	Mark (s)	.40660	.40680	.40630	.40650			.40640	.40660	.40620	.40640	.40620	.40660
Austria	.23824	Schilling (s)	.19020	.19020	.19000	.19000			.19020	.19020	.19020	.19020	.19020	.19020
Norway	.25090	Krone (r)	.25090	.25090	.25080	.25080			.25120	.25120	.25110	.25110	.25110	.25110
Sweden	.25740	Krone (r)	.25740	.25740	.25730	.25730			.25770	.25770	.25760	.25760	.25760	.25760
Denmark	.22290	Krone (nr)	.22290	.22290	.22280	.22280			.22320	.22320	.22310	.22310	.22310	.22310
Spain	.13840	Peseta (s)	.13840	.13850	.13830	.13840			.13830	.13840	.13830	.13840	.13825	.13835
Greece	.04575	Drachma (s)	.04575	.04575	.04570	.04570			.04585	.04585	.04580	.04580	.04580	.04580
Poland	.00955	Zloty (s)	.00955	.00955	.00954	.00954			.00958	.00958	.00955	.00955	.00955	.00955
Czechoslovakia	.02201	Drachma (i)	.02201	.02201	.02200	.02200			.02200	.02200	.02200	.02200	.02200	.02200
Rumania	.04200	Leu (i)	.04200	.04200	.04198	.04200			.04200	.04200	.04198	.04200	.04198	.04200
Finland	.00790	Markka (a)	.00790	.00790	.00790	.00790			.00790	.00790	.00790	.00790	.00790	.00790
China (H.K.)	.02210	Dollar (s)	.02210	.02210	.02210	.02210			.02210	.02210	.02210	.02210	.02210	.02210
China (Shan.)	.33062	Dollar (s)	.33062	.33062	.33062	.33062			.33062	.33062	.33125	.33125	.33125	.33125
India	.30187	Yen (s)	.30187	.30187	.30187	.30187			.30187	.30187	.30187	.30187	.30250	.30250
Straits Sett.	.29160	Dollar (s)	.29160	.29160	.29140	.29140			.29190	.29190	.29170	.29170	.29170	.29170
Japan	.37790	Yen (s)	.37790	.37790	.37750	.37750			.37800	.37800	.37780	.37780	.37790	.37790
Argentina	.58666	Peso (s)	.58666	.58666	.58660	.58660			.58700	.58700	.58692	.58692	.58692	.58692
Brazil	.33300	Milreis (s)	.33300	.33300	.33266	.33266			.33325	.33325	.33300	.33300	.33308	.33308
Peru	.08590	Sol (s)	.08590	.08590	.08590	.08590			.08590	.08590	.08590	.08590	.08590	.08590
Ecuador	.24875	Sucre (s)	.24875	.24875	.24875	.24875			.24875	.24875	.24875	.24875	.24875	.24875
Chile	.16800	Peso (s)	.16800	.16800	.16800	.16800			.16800	.16800	.16800	.16800	.16800	.16800
Uruguay	.05150	Peso (s)	.05150	.05150	.05150	.05150			.05150	.05150	.05150	.05150	.05150	.05150
Colombia	.80000	Peso (s)	.80000	.80000	.80000	.80000			.80000	.80000	.80000	.80000	.80000	.80000
Venezuela	.58480	Bolivar (es)	.58480	.58480	.58480	.58480			.58480	.58480	.58480	.58480	.58480	.58480
N. Y. in Mont.	.32669	Dollar (s)	.32669	.32669	.32669	.32669			.32669	.32669	.32669	.32669	.32669	.32669
Mont. in N. Y.	.5906	Dollar (s)	.5906	.5906	.5906	.5906			.5906	.5906	.5906	.5906	.5906	.5906
Mexico	.99812	Peso (s)	.99812	.99812	.99812	.99812			.99844	.99844	.99844	.99844	.99844	.99844
Hungary	1.00187	Pengo (a)	1.00187	1.00187	1.00125	1.00125			1.00156	1.00156	1.00156	1.00156	1.00156	1.00156
	.27850	Nominal Only.	.27850	.27850	.27850	.27850			.27850	.27850	.27850	.27850	.27850	.27850
	.29800		.29800	.29800	.29800	.29800			.29800	.29800	.29800	.29800	.29800	.29800

* Official Rates Nominal Only.

C. K. BAKER





Mr. A. C. Rigby
c/o College of Business
Administration
526 Boylston Street
Boston, Massachusetts

Dear Sir:-

Enclosed you will find a brief questionnaire which is being sent to a representative group of travel agents, carriers, and hotels throughout the country.

It is hoped that as a result of the answers to this questionnaire that some definite constructive contribution or information which will be helpful to the business may be obtained.

This information is being sought under the supervision of the College of Business Administration of Boston University in the writing of a thesis.

You will note that you need not sign it or in any way identify your answers. A stamped reply envelope is enclosed and we will appreciate it if you will take a few minutes of your time to send us your opinions.

Cordially yours,
BOSTON UNIVERSITY

A.C. Rigby

Mr. A. C. Rigby
c/o College of Business
Administration
528 Boylston Street
Boston, Massachusetts

RECEIVED
JAN 25 1936
DEPARTMENT
ST. AUGUSTINE, FLA.

Dear Sir:-

Enclosed you will find a brief questionnaire which is being sent to a representative group of travel agents, carriers, and hotels throughout the country.

It is hoped that as a result of the answers to this questionnaire that some definite constructive contribution of information which will be helpful to the business may be obtained.

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Cordially yours,
BOSTON UNIVERSITY

APPENDIX D-1

Mr. A. C. Rigby
c/o College of Business
Administration
526 Boylston Street
Boston, Massachusetts

Dear Sir:-

Enclosed you will find a brief questionnaire which is being sent to a representative group of travel agents, carriers, and hotels throughout the country.

It is hoped that as a result of the answers to this questionnaire that some definite constructive contribution or information which will be helpful to the business may be obtained.

This information is being sought under the supervision of the College of Business Administration of Boston University in the writing of a thesis.

You will note that you need not sign it or in any way identify your answers. A stamped reply envelope is enclosed and we will appreciate it if you will take a few minutes of your time to send us your opinions.

Cordially yours,
BOSTON UNIVERSITY

A. C. Rigby

APPENDIX C-1

Mr. A. C. Rigby
 c/o College of Business
 Administration
 536 Boylston Street
 Boston, Massachusetts

Dear Sir:-

Enclosed you will find a brief questionnaire which is being sent to a representative group of travel agents, carriers, and hotels throughout the country.

It is hoped that as a result of the answers to this questionnaire that some definite constructive contribution to the industry will be helpful to the business which is being obtained.

This information is being secured under the supervision of the College of Business Administration of Boston University in the visiting of a thesis.

You will note that you need not sign it or in any way identify your answers. A stamped reply envelope is enclosed and we will appreciate it if you will take a few minutes of your time to send us your opinions.

Cordially yours,
 Boston University

RAILROAD QUESTIONNAIRE

NOTE: In a few cases some of these policies may already be practiced by your railroad or government restrictions may prevent it being done. However, in answering we should appreciate your bearing in mind that this is a general questionnaire being sent to several railroads and so far as possible in answering we should appreciate your giving additional reasons as well as the fact of government restrictions if there be any.

- (1) Do you believe in paying commission to travel agents on rail tickets?.....no.....
- (2) If not, what do you consider the greatest objection?.....paying on many tickets they do not influence to use any particular line.....
- (3) What is the greatest difficulty the railroads have in dealing with the travel agents?.....
- (4) Do you believe that "party rates" by the railroads for groups over 10 and under 100 would be a stimulus for the promotion of rail travel by agents?.....yes in some cases.....
- (5) Do you consider that railroads should promote their own all-expense tours and pay agents a commission?.....no.....
- (6) What percentage do you consider a proper commission on:
 - a. Individual rail tickets?.....5%.....
 - b. All-Expense tours?.....5%.....
- (7) How do you believe the travel agent can best help the railroads?.....yes.....
- (8) Why don't the railroads copy the steamship companies' system of providing the travel agent with literature for distribution with a place for the agent's own imprint?..

.....now done, but agent does no stamp it.....
- (9) Do you believe that the government should establish a bureau for tourists propaganda?.....yes.....

RAILROAD PROPAGANDA

NOTE: In a few cases some of these questions may already be provided by your railroad or government representatives may prevent it being done. However, it is suggested that you place your hearing in mind that this is a general questionnaire being sent to several railroads and as far as possible in answering we should appreciate your giving additional reasons as well as the fact of government restrictions in this country.

(1) Do you believe in paying commission to travel agents on rail tickets?.....

(2) If not, what do you consider the greatest objection?.....

(3) What is the greatest difficulty the railroads have in dealing with the travel agents?.....

(4) Do you believe that "agent rates" by the railroads for groups over 10 and under 100 would be a stimulus for the promotion of rail travel by agents?.....

(5) Do you consider that railroads should provide their own all-expense tours and pay agents a commission?.....

(6) What percentage do you consider a proper commission on:
a. Individual rail tickets?.....
b. All-Expense tours?.....

(7) How do you believe the travel agent can best help the railroads?.....

(8) Why don't the railroads copy the steamship companies' system of providing the travel agent with literature for distribution with a place for the agent's own imprint?.....

(9) Do you believe that the government should establish a bureau for tourists propaganda?.....

APPENDIX D-3

HOTEL QUESTIONNAIRE

- (1) Do you believe in paying commission to travel agents?...
 Yes, on room business, which has been directed....
 by a reputable travel agency to us.....
- (2) If not, what do you consider the greatest objection?....
 Objection due to Travel Agency trying to collect commission
 on business where hotel has already contacted prospective guest.
- (3) What is the greatest difficulty the hotels have in deal-
 ing with the travel agents?.....

- (4) Do you believe in "Party Rates" as a stimulus to travel
 promotion among agents?.....
 No.....

- (5) Do you consider that hotels should promote their own all-
 expense tours and pay agents a commission?.....
 No.....

- (6) Do you consider that travel agents can be of assistance
 in promoting convention business?.....
 No.....

- (7) When quoting rates direct to prospective parties do you
 allow for agents commission or deduct this thereby
 quoting a lower rate?... Quote same rates to prospect....
 and travel agents; paying commission
 from total rate.
- (8) Do you solicit party business from railroads?.....
 No.....
 Do you quote railroads a net figure to which, if rates
 were quoted travel agents, their commission would have to
 be added?..... No.....

- (9) Do you ever sell your mailing lists to none-competitive
 firms?..... No.....

APPENDIX D-3

HOTEL QUESTIONNAIRE

- (1) Do you believe in paying commission to travel agents?
.....
.....
- (2) If not, what do you consider the greatest objection?
.....
.....
- (3) What is the greatest difficulty the hotels have in dealing with the travel agents?
.....
.....
- (4) Do you believe in "Party Rates" as a stimulus to travel promotion among agents?
.....
.....
- (5) Do you consider that hotels should promote their own all-expense tours and pay agents a commission?
.....
.....
- (6) Do you consider that travel agents can be of assistance in promoting convention business?
.....
.....
- (7) When quoting rates direct to prospective parties do you allow for agents commission or deduct this thereby quoting a lower rate?
.....
.....
- (8) Do you solicit party business from railroads?
.....
.....
- (9) Do you quote railroads a rate figure to which, if rates were quoted travel agents, agents commission would have to be added?
.....
.....
- (9) Do you ever sell your mailing lists to other competitive firms?
.....
.....

APPENDIX D-4

- (1) Is your firm engaged exclusively in the travel business or do you have other side lines? Exclusively Travel
- (2) What is the nature of those side lines? _____
- (3) From how large an area do you ordinarily draw customers? Los Angeles and Orange Counties,
- (4) Do you use local or national advertising or both? Local only
- (5) What are your business hours? 8:30 a.m. to 5:30 p.m.
Do they differ according to seasons? later in the Spring
- (6) From your experience in the travel business have you decided on any definite percentage necessary to cover overhead? _____
- (7) What is the greatest difficulty in getting prospects to deal with you instead of with carriers? Location close to metro-politan district
- (8) Is the travel business in your locality seasonable? Yes
What is the slackest month? August or September
- (9) Do you operate your own foreign tours or deal with wholesalers? Both
- (10) What do you believe should be the trend regarding co-operation between tourist agents and railways? Railways should make it worth while for agents to sell tickets by paying commission
Between tourist agents and the Airlines? Should pay higher rate of commission and cancel hotel porters, etc. as agents
- (11) Do you believe the government should establish a bureau for tourists propaganda? Yes
- (12) Do you believe the "party rates" by the railroads for groups over 10 and under 100 would be a stimulus for the promotion of rail travel by agents? Yes - or pay good rate of commission on this type of business. Commission should be paid by railroads on all classes of business.

- (1) Is your firm engaged exclusively in the travel business or do you have other side lines?

- (2) What is the nature of these side lines?

- (3) From how large an area do you ordinarily draw customers?

- (4) Is your office local or national advertising or both?

- (5) What are your business hours?
Do they differ according to seasons?

- (6) From your experience in the travel business have you decided on any definite percentage necessary to cover overhead?

- (7) What is the greatest difficulty in getting prospects to deal with you instead of with competitors?

- (8) Is the travel business in your locality seasonal?
What is the slowest month?

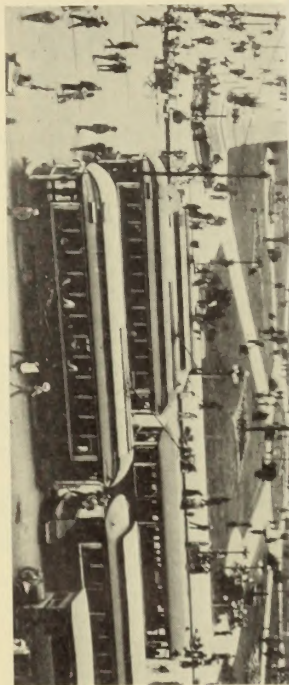
- (9) Do you operate your own foreign tours or deal with wholesalers?

- (10) What do you believe should be the trend regarding co-operation between tourist agents and railways?

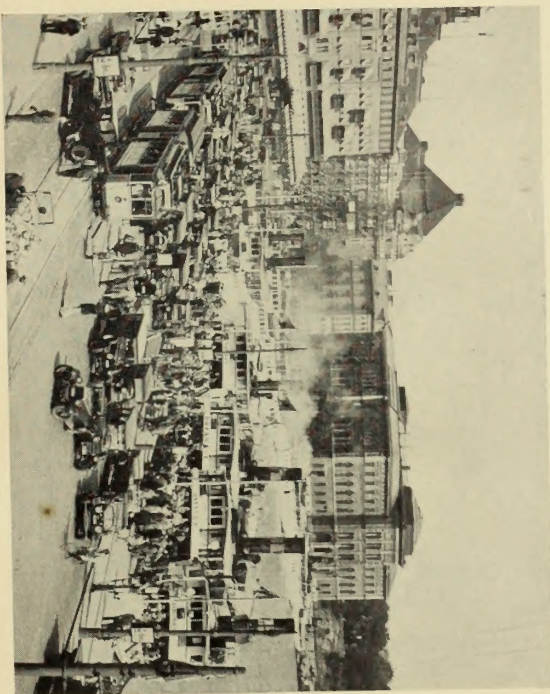
- Between tourist agents and the Airline?

- (11) Do you believe the Government should establish a bureau for tourist propaganda?

- (12) Do you believe the "party rates" by the railroads for groups over 10 and under 100 would be a stimulus for the promotion of rail travel by agents?



PLAZA DE LA CONSTITUCION, MEXICO CITY



ON THE QUAY AT GRAND HOTEL

ners, customs, industries, arts, religion, general environment, and other aspects of these people.

Here is a country of singular charm, the seat of ancient Indian civilization, of the Maya, Toltec, and the Aztec. It is to-day a land of tremendous contrasts, and Mr. Rogers' portrayal is embellished with his splendid collection of colored slides. Mr. Rogers' discussion of this wonderland of the south is extremely interesting, and informative.

SWEDEN

Sunday, March 29, at 8:15 P.M.

By EUGENE C. van WYK

Here is something different—a magnificent screen travel through Sweden and the Baltic States, portraying the scenic beauties of one of Nature's great wonderlands.

Mr. van Wyk has traveled extensively in Sweden, and will speak authoritatively on Scandinavian topics. This is a complete visualization and interpretation of this intriguing northland; showing the marvelous beauties of Swedish mountains, lowlands, and coastal areas, all of which will be thoroughly described, together with the past and present occupations and accomplishments of the Swedish people.

THE BOSTON GLOBE

presents

11 TRAVEL LECTURES

Illustrated



A GUATEMALAN VILLAGE GROUP

Season—1936

FRED W. DARBY, Director
WORLD TRAVEL INSTITUTE, INC.
30 Rockefeller Plaza, New York

Sunday Evenings—at 8:15

Organ Recital at 7:45

JORDAN HALL

New England Conservatory of Music

Huntington Avenue and Gainsborough Street

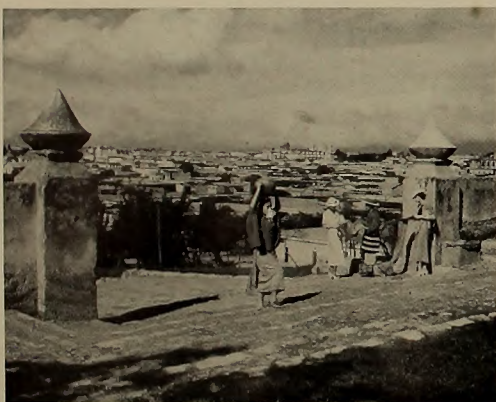
Admission—50c



THE TAJ MAHAL, AT AGRA, INDIA



TOWN HALL IN COPENHAGEN



VIEW OF GUATEMALA CITY



GATE AT ENTRANCE TO THE TOWN OF LEON

ENCHANTING INDIA

Sunday, January 19, at 8:15 P.M.

By NALIN S. SEN, M.A.

Being a native of India, educated in Calcutta and London, Mr. Sen possesses an unusually intimate knowledge of magical India and its myriad inhabitants. He takes his listeners into the very heart of this hallowed and historic country, initiating his audience into the mystic enchantment of the Far East. With him they will visit the Ellora and Ajanta cave temples of the pre-Christian era, eight cities of Delhi, Mohammedan monuments, the temples of Madura, southern India, Ceylon, Agra and a host of other places. The lecturer also describes Indian customs, including a wedding . . . and tells the immortal love story that led to the building of the world-famous Taj Mahal.

DENMARK—Land of Charm

Sunday, January 26, at 8:15 P.M.

By HELGE PETERSEN

Many years of residence, travel, and close association with Danish interests, permit Mr. Petersen to speak with assurance of the people and scenic beauty of his native land. He will present a clear and comprehensive impression of Danish towns, highlights of which will be his description of Copenhagen, "Paris of the North;" Tivoli, Koergeus Mytoro; Langline, historic spots in Zealand, the Danish lake country with its incomparable land and water vistas, Odense, and Hans Christian Anderson.

This is a complete visualization and interpretation of the intriguing northland, gloriously illustrated by motion pictures and colored slides.

GUATEMALA

Sunday, February 2, at 8:15 P.M.

By CAMERON ROGERS

Taking his listeners into the very heart of this historic region, Mr. Rogers, with motion pictures and colored slides, creates in the mind of each spectator the impression of having visited this glorious land.

He portrays accurately the manners, customs, native costumes, industries, arts, religions, etc., prevailing generally in this country. Many interesting places are visited, including the Mayan ruins at Quirigua; Antigua, the ancient capital of Central America; Chichicastenango, the largest and most beautiful Indian market in Central America. Lake Atitlan, one of the most beautiful lakes in all the world, and many other fascinating places.

THE CHARM OF FRANCE

Sunday, February 9, at 8:15 P.M.

By CLAYLAND T. MORGAN

Beginning with the arrival at Le Havre, the Port of Paris, the route of our tour on the screen takes us through the City of Light—Paris—itsself, covering not only the architectural and historical monuments, but many of the most interesting vignettes of the life of the Parisians, on boulevards and in quaint sidestreets.

Thence we go through the chateaux country, showing many of the ancient palaces and strongholds which have figured prominently in the stirring events of French history, and follow this journey through the living pages of olden times with a turn through the justly popular resorts of the French Riviera.

FIELDS AND FJORDS OF NORWAY

Sunday, February 16, at 8:15 P.M.

By BEN BLESSUM

Here will be portrayed an inspiring story of the Vikings, told against the rugged panorama of this wonderland of the north as it is to-day.

Mr. Blessum weaves an intensely interesting story in describing the scenic beauties of Norway, embracing the jaunt along the coast into a number of yawning, fantastic fjords; the Seven Sisters Water Fall; the glorious midnight sun. He describes the splendid native costumes, the fishing villages, and conducts a trip through Bergen and Oslo, Stavanger, Kristiansland, Telemark with its mountains and lakes, and Trendheim, where Norwegian kings are crowned. A most interesting lecture.



SEVEN SISTERS WATERFALL, NORWAY

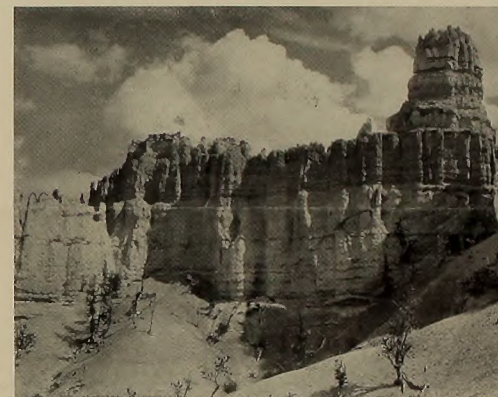
WESTERN WONDER LANDS OF COLOR

Sunday, February 23, at 8:15 P.M.

By RANDALL JONES

That the gorgeous, weird, colored characteristics of the regions in Utah and Nevada,—the natural wonderland where the grandeur in nature mingles with the miraculous,—might be fully appreciated, Mr. Jones has personally photographed these various parks in natural color.

These remarkable colored slides reveal startling changes of light and shadow playing on canyon walls and templed cities of Zion; Bryce Canyon, and Grand Canyon National Parks; Kalibab, a national forest, and Cedar Breaks national monument; together with the wild animal life and other astonishing sights that abound in this unique reservation. The grandeur of the scenery is breath-taking.



STONE CATHEDRAL IN BRYCE CANYON

CZECHOSLOVAKIA

Sunday, March 1, at 8:15 P.M.

By JOSEF HANC

What varied emotions are stirred, what memories evoked by this country's very name! No territory of its size holds such a combination of attractions, with its wonderful diversity of scenery, the richness and romance of its history, its wealth of monuments to the glorious and romantic past, and its agricultural and industrial activities.

Mr. Hanc represents his country in New York in the capacity of Consul, and therefore speaks authoritatively on his native land. He will conduct his audience on a pictorial trip throughout the land, visiting Prague, Carlsbad, Marienbad, Pistany, Bratislava and other beautiful cities, the marvelous scenic beauties of this mid-European Country, as well as the past and present occupations and accomplishments of the Czechoslovak people.



WOODEN CHURCHES IN CZECHOSLOVAKIA

AUSTRALIA

Sunday, March 8, at 8:15 P.M.

By ARTHUR H. O'CONNOR

Alluring and elusive ever since the dawn of time, Australia to-day remains a fascinating and incomprehensible continent. Mr. O'Connor discusses its people as they are now, and the new, splendid civilization springing up where once was only a jungle.

Mr. O'Connor is a native Australian, born where the eucalyptus trees run skyward, and the hills and gullies are peopled with the world's strangest animals and birds. He will tell his audience about the Kookaburra—the bird that laughs; the Lyre bird, fish that climb trees; crabs that dress up; and marsupials provided with pockets for their young; the Platypus, and Koala, the living teddy bear; as well as many other interesting phases of life in this strange land.



PARLIAMENT HOUSE, CANBERRA, AUSTRALIA

GERMANY TO-DAY

Sunday, March 15, at 8:15 P.M.

By JOHN G. BUCHER, F.R.G.S.

An absolutely unbiased discussion of the workings of the "New Deal" in Germany, based upon an extended trip through every important city in the country, and interviews with political, industrial, and financial leaders. Greatly increased interest in the political, cultural, economic, and social development of Germany, together with the impressiveness of her industrial activities, and the constant inspiration derived from her art, music, and literature, demands a true portrayal of present day conditions in this country.

Mr. Bucher's talk will be an effective and impartial presentation of facts relative to Germany to-day, facts gathered by a trained observer who has had unusual opportunities for investigation.



SIEBERS TOWER IN ROTHENBURG

MEXICO

Sunday, March 22, at 8:15 P.M.

By CAMERON ROGERS

With motion pictures and colored slides, which are the result of extensive travels just completed, Mr. Rogers offers a live, pictorial representation of our southern neighbors. He portrays accurately the manners, customs, industries, arts, religion, general environment, and other aspects of these people.

Here is a country of singular charm, the seat of ancient Indian civilization, of the Maya, Toltec, and the Aztec. It is to-day a land of tremendous contrasts, and Mr. Rogers' portrayal is embellished with his splendid collection of colored slides. Mr. Rogers' discussion of this wonderland of the south is extremely interesting, and informative.



PLAZA DE LA CONSTITUCION, MEXICO CITY

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ON THE QUAY AT GRAND HOTEL



ST. PETERSBURG, FLORIDA

MEXICO

St. Petersburg, Florida, 1940

By [illegible]

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Shipping Digest

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